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Enabling poor rural people
to overcome poverty

Progress report on the implementation of the IFAD Strategy for Knowledge Management

Executive Board — Ninety-sixth Session
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For: **Information**

Note to Executive Board Directors

This document is submitted for the information of the Executive Board.

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Progress report on the implementation of the IFAD Strategy for Knowledge Management

I. Introduction

1. In April 2007, the Executive Board approved the IFAD Strategy for Knowledge Management with the ultimate goal of enabling IFAD to better deliver on its mandate. The objective of the strategy is **to improve knowledge sharing and learning both within IFAD and with IFAD's partners outside the organization.**
2. The implementation of the strategy is guided by four strategic objectives:
 - Strengthen knowledge-sharing and learning processes;
 - Equip IFAD with a more supportive knowledge-sharing and learning infrastructure;
 - Foster partnerships for broader knowledge-sharing and learning; and
 - Promote a supportive knowledge-sharing and learning culture.
3. The strategy is implemented through a results framework that cites 12 expected results designed to mainstream knowledge management-related activities into the design and implementation of country programmes; improve the effectiveness and efficiency of processes and systems; and foster a supportive organizational culture for knowledge management (KM).
4. A three-year time frame is envisaged for implementing the strategy. This information note provides an overview of progress made during 2008, the first full year of implementation. The note is organized into four sections: (i) organizational set-up for implementation; (ii) progress against the results framework and the four strategic objectives; (iii) results of the self-assessment of organizational maturity in KM, which examines processes and cultural/behavioural aspects; and (iv) challenges and opportunities for 2009.

II. Organizational set-up

5. In October 2007, as stipulated by the KM strategy, the President requested the Vice-President to oversee the implementation of the strategy and act as Knowledge Management Champion. The Vice-President established a core team composed of a representative of each of the three departments, plus a secretary from the Vice-President's office.
6. The core team assists the Vice-President in overseeing the implementation of the strategy by:
 - Ensuring that KM processes and activities are aligned with the IFAD Strategic Framework 2007-2010, and that roles, responsibilities and accountability are well distributed;
 - Spearheading KM initiatives and ensuring that KM activities are in line and harmonized with institutional processes and structures; and
 - Regularly reporting on KM strategy implementation and flagging implementation issues.
7. The Vice-President invited interested staff from across the organization and from IFAD's regional knowledge networks to form a KM Community of Practice (CoP). This became operational in March 2008 and proactively supports the implementation of the strategy. The CoP is a group of KM practitioners whose role is to act as KM mentors and champions, inspiring others to embrace knowledge-sharing principles and help IFAD become a more knowledge- and learning-based organization. During its first year, the CoP took initiatives to create new platforms for knowledge sharing among staff such as the Knowledge Share Fair (co-organized

by IFAD with Bioversity International, the Food and Agriculture Organization of the United Nations [FAO] and the World Food Programme [WFP]). Members of the CoP also delivered specific results outlined under the strategy's results framework.

8. In an effort to mainstream KM activities into core processes, the Vice-President invited the Strategic Planning and Budget Division to devote special attention to KM activities in preparing the 2009 budget. As a result, IFAD departments were provided with guidelines to facilitate the inclusion of KM activities in departmental and divisional management plans and allocate the necessary budgetary resources.

III. Delivering on the strategic objectives of the strategy: Results achieved in 2008

9. As stated earlier (paragraph 2), the strategy is structured around four strategic objectives and a results framework (see appendix I). This section provides an overview of the progress made in 2008 with respect to each strategic objective. Progress is assessed on the basis of a desk review and self-assessment of IFAD's knowledge management maturity (see paragraph 27).

Strengthen knowledge sharing and learning processes

10. In 2008, progress was made in incorporating KM practices into business processes that cover critical dimensions of our work. A good example of such a business process is the quality assurance review that was undertaken for the first time in 2008. This involves a two-week period during which 10 projects are reviewed and assessed against quality standards before their presentation to the Board. At the end of the two-week review, a wrap-up session is held where the major quality design issues encountered are presented and feedback is sought from all key parties involved in the review. Finally, the lessons learned are distilled into a note, which is shared with all divisions to ensure that these lessons inform the design of new projects.
11. Much more needs to be done to embed the full cycle of **action, learning and sharing, and capture and reapplication of knowledge** within all IFAD's business processes. In 2008, good progress in that direction was made in the Programme Management Department with respect to the quality enhancement review processes, through which some 40 new operations were reviewed, and a peer review process established for results-based country strategic opportunities programmes. Section V of this paper highlights how IFAD can improve in learning, sharing, capturing and reapplying the knowledge generated by the projects and programmes that it supports.
12. Considerable progress was also made at the regional level in broadening the coverage of the networks supporting KM activities, and at the country level in promoting knowledge management, particularly in ongoing operations. **The portfolio review process** has been strengthened and has benefited from greater collaboration with regional networks; reviews at the country level are being undertaken with greater commitment to extracting and distilling lessons. **Success stories documented during supervision and reviews** are feeding into the networks and the Rural Poverty Portal at a greatly increased rate: presently there are about 40 such stories compared with very few in 2007.
13. Substantial efforts began in 2008 to ensure that knowledge gained from country programme implementation is properly captured so as to improve programme effectiveness and influence policies in countries and regions. Particular progress has been seen in this result area thanks to direct supervision missions and the structured approach taken to capturing relevant knowledge and sharing it in-house. The Asia and the Pacific Division has made the greatest advances in this respect.
14. IFAD's forthcoming Rural Poverty Report will be the organization's flagship knowledge management product. In 2008, consultations were held in all regions

and an exercise was carried out to harvest knowledge about innovative approaches to poverty eradication.

15. **Monitoring and evaluation (M&E) remains a challenge**, although some progress has been made in 2008. A key area showing improvement is the analysis of M&E data to inform decision-making processes. In the Eastern and Southern Africa Division, an innovative approach in Madagascar is linking M&E directly with KM, using M&E as the entry point for analysis of information. Although such initiatives are generally ad hoc at present, there is scope for replication in other country programmes.
16. Recently, the KM strategy was applied in an interesting way by the Office of Audit and Oversight. On conclusion of the audit of supervision of procurement in projects, a learning event was held to disseminate the findings and ensure better follow-up of the audit recommendations.

Equip IFAD with a more supportive knowledge-sharing and learning infrastructure

17. Progress towards achieving the three-year objective is well advanced. Over the past year, thematic groups and learning networks have been considerably strengthened. The thematic groups on **gender** and **rural finance** organized seminars and "brown bag" lunchtime events on a wide range of relevant topics. The *Gender in Agriculture Sourcebook* was an important output in 2008 to which the gender thematic group contributed, in collaboration with FAO and the World Bank.
18. Increasingly strong partnerships and linkages with various stakeholders are evident across the regional knowledge networks: FIDAMERICA, FIDAFRIQUE, KariaNet and ENRAP. These networks are progressively being linked to thematic networks with strong KM functions, and are informing service provision and implementation support in IFAD's country programmes and projects.
19. The Rural Poverty Portal is progressively becoming a central repository of knowledge generated by IFAD's country programmes and regional programmes. The portal serves as the cornerstone of information and KM at IFAD, proactively gathering a wealth of knowledge about rural poverty reduction using information and resources from many sources and providers. It was designed to ensure accessibility by users with slow Internet connections. In 2008, the portal was equipped with a content management system that has led to efficiency gains in terms of allowing seamless cross-linkages, facilitating storage and retrieval of content, repurposing content and linking with other corporate information and knowledge systems. Since it was launched in 2007, the portal's traffic has increased by almost 30 per cent and numerous other websites are linking to and citing this knowledge resource.
20. With respect to the introduction of web-based tools and more specifically web 2.0 tools, IFAD has recently set up social reporting blogging. For instance, the Asia and the Pacific Division used the blog to report back on a daily basis on its annual performance workshop. The blog was used to share the outcome of the KM self-assessment sessions and, more recently, to share the outcomes of the Mauritania country team retreat. Social reporting is a knowledge management method that fosters collaboration as it encourages colleagues to work together to create content. The method allows a group of participants at a given event to create content interactively and jointly and share the results, outcomes and challenges in real-time with interested stakeholders not attending the event. Typically, the resulting "social report" is made accessible to the public. This allows others to join in, expand, adjust or remix.

Foster partnerships for broader knowledge-sharing and learning

21. IFAD's partnerships **with the other Rome-based United Nations agencies have been strengthened in the area of KM**. In 2008, joint efforts with FAO and WFP focused on finding new opportunities to strengthen and deepen those partnerships. Since 2007, regular exchanges are taking place between IFAD and FAO staff as a result of greater collaboration between the Programme Management Department and the Investment Centre (IC) of FAO. This is evidenced by increased IC staff involvement in preparing and designing new investment proposals, and serving as panel members in quality enhancement reviews to contribute their expertise and advice to enhance project design quality. During 2008, IFAD's Policy Division (EO) worked closely with FAO to capitalize on their knowledge base in the formulation of the IFAD Policy on Improving Access to Land and Tenure Security. Similarly, EO collaborated with WFP on the Purchase for Progress initiative in support of IFAD country programmes to ensure better market linkages for smallholder farmers.
22. An important **new partnership** was established in 2008 between IFAD and the International Food Policy Research Institute (IFPRI), with the aim of developing a programme of research over the next three years that focuses on climate change and access to markets. In addition, staff exchanges will be promoted at the country level to improve collaboration.
23. In addition to the above strategic partnerships, IFAD is engaged in **partnerships at the grass-roots level with stakeholder organizations** such as farmers' organizations. These partnerships complement IFAD's knowledge networks and enhance the effectiveness of IFAD-supported projects.

Promote a supportive knowledge-sharing and learning culture

24. In 2008, concrete action was taken to foster a learning culture across the organization. This has demystified KM, which is no longer perceived as "something to be done by others or by academics". Today, KM is much more broadly valued and applied by staff and managers than a year ago.
25. This change and the move towards becoming a learning organization are best seen in two achievements in 2008. First, new communities of practice for livestock and for knowledge management were established, with membership spanning the organization. Both CoPs actively promote sharing and learning through regular events and through knowledge sharing across divisions and departments.
26. Second, two major knowledge-sharing events – the Knowledge Share Fair (see paragraph 7) and the IFAD KM launch and open house – were organized with contributions and participation by numerous IFAD projects and programmes, regional programmes, and staff members from the entire organization. Both events boosted interest in applying knowledge-sharing approaches in "the way we work" and helped encourage better collaboration among divisions.

IV. Self-assessment of maturity of KM

27. To assess the progress made in implementing the KM strategy, IFAD adapted the renowned KM self-assessment framework¹(see appendix II).
28. The KM self-assessment is a strategic planning and benchmarking tool that allows organizations to assess their KM maturity level. It offers a matrix whereby organizations can evaluate their current KM level maturity for a set of 8-10 competencies, including leadership behaviour, networks and communities, and capturing and reapplying knowledge. The tool evaluates maturity with respect to each competency across five levels, ranging from awareness of KM practices (level 1) to incorporating KM practices into core business processes (level 5). The tool also allows major strengths and weaknesses to be defined and knowledge management practices, trends and outliers to be identified.

¹ Developed by Chris Collison and Geoff Parcell.

29. The KM self-assessment tool was tailored to IFAD's specific context. Eight competencies were selected:
- Taking a strategic approach
 - Leadership and support
 - Building a learning organization
 - Networking and communities
 - Measuring the value
 - Capturing and reapplying knowledge
 - Innovation
 - Implementing efficiencies in our work practices
30. The self-assessment used a cluster sampling technique by involving three different groups of colleagues: (i) a KM community of practice, i.e. entailing cross-departmental/divisional representation; (ii) a mixed group composed of country programme managers, policy officers, regional economists and technical advisers; and (iii) a mixed group of line managers and senior staff from across the organization.
31. All three groups came up with an overall rating for the various levels and discussed challenges and opportunities for taking the strategy forward. The three groups met for a final wrap-up session where they validated and discussed each other's findings.
32. The assessment highlighted that for the majority of the competencies, IFAD is at level 3 (see the table below). This indicates that IFAD has moved from level 2 – "reaction" – to level 3 – "action" – and is committed to move to level 5 – "consistently applying knowledge management and knowledge-sharing practices".

Overview of maturity level by knowledge competency

<i>Knowledge competencies</i>	<i>Current maturity level</i>
Taking a strategic approach	3
Leadership and support	3
Building a learning organization	3
Networking and communities	3
Measuring the value	2
Capturing and reapplying knowledge	2-3
Innovation	2
Implementing efficiencies in work practices	2-3

33. The self-assessment underscored that:
- IFAD has made important strides and taken concrete action, albeit with some disparities across departments/divisions;
 - Progress in implementing the KM strategy is not systematic across the organization: in some departments and divisions the KM agenda has leapfrogged while in others it lags behind, and KM has yet to be embedded within their business processes;
 - KM is adding value, however the organization needs to get better at systematically capturing and reapplying knowledge; and
 - As role models, leaders and managers need to proactively remove obstacles and create an environment that is conducive to knowledge sharing, innovating and taking risks.
34. The exercise provided valuable information and insight with regard to IFAD's KM strengths and priority areas for improvement. There was consensus that "if knowledge management is not part of our business, then we will be out of business". The exercise highlighted that KM is not an "add-on" and there is no

tension between delivering the programme of work and the project pipeline and pursuing knowledge management, as these processes complement and dovetail into each other and, de facto, are inextricably linked.

35. Finally, there was broad agreement that IFAD needs continuous leadership and direction to spearhead improvements in the various KM competencies. It was highlighted that to foster an organizational culture of learning, it is essential that leadership **adopt a more appreciative attitude**. This would encourage staff to dedicate time to delivering knowledge products that meet the challenges and attain the results expected of the strategy.

V. Implementation in 2009: Challenges and opportunities

36. Implementing the strategy during this first year has been both a rewarding and a challenging endeavour for IFAD. The challenges for 2009 include the following:
- Embedding KM in **all core processes** and involving **all departments and divisions**;
 - Increasing **efforts** by departments to identify **concrete KM deliverables and relevant indicators that enable effective monitoring of progress and achievements** vis-à-vis the KM strategy results framework;
 - **Encouraging inter- and intra-unit collaboration and motivating staff to share knowledge proactively** is a slow process. Where good progress is made the organization needs to **ensure** that this continues and at the same time it does not fall into the trap of "information overload";
 - **Creating a conducive learning and sharing environment** based on trust, where staff and partners feel comfortable and confident in sharing their successes, challenges and failures and **where** together they can find solutions to problems, learn from each other and work with enjoyment and motivation;
 - **Providing financial and human resources**, within existing budget constraints, to enable all departments and divisions to undertake KM-related activities and deliver valuable results.
37. The priority attention devoted to KM in 2008 is clear in the documented activities, the results, and the increased involvement of staff from all departments in IFAD. However KM needs to become more systematic as many efforts are still being driven by individuals. Documenting learning as it emerges remains largely informal, but this is improving at the divisional level. Efforts are needed at the departmental level to collate the knowledge and learning and allow for better sharing and learning at the interdepartmental and corporate level.
38. There has been a clear change in attitude and behaviour, which has led to the embracing of KM values. This change in culture lays the foundation for IFAD to become a true learning organization. The overall progress made in 2008 has sparked commitment throughout the organization to take knowledge management in IFAD to the next level of maturity. This will require consistent leadership from all managers and a systematic approach to embed KM practices in IFAD's core processes, and in our daily work routines and behaviour.
39. In 2009, using departmental and divisional management plans, IFAD will focus its efforts to deliver results and improve in the following four key areas: (i) build a learning organization; (ii) systematically capture and reapply knowledge; (iii) secure commitment at the divisional and departmental level to measure the value and impact of KM activities and their outputs; and (iv) implement efficiencies in the workplace.

Results framework for the IFAD Strategy for Knowledge Management

Expected result 1: Knowledge gained from implementation is systematically shared to improve country programme effectiveness and influence policies.

Three-year objective: Knowledge management is mainstreamed in results-based country strategic opportunities programmes (RB-COSOPs) as per the Guidelines for Preparation and Implementation of a Results-based Country Strategic Opportunities Programme.

- All RB-COSOPs systematically include a KM component, although the extent of discussion and strategy is varied.
- The “connecting” aspect of KM (across sectors and partners to ensure that relevant information is available and disseminated when needed) appears more evident than its “collecting” dimension.
- Successfully mainstreaming KM requires building KM capacity and understanding at country level; KM strategies need to be designed with defined objectives, expected results and activities, and monitored in supervision and COSOP reviews.
- The RB-COSOP guidelines will be reviewed in 2009. This review, in itself, is a KM process, using experience from the past and building on this experience to improve development effectiveness.

Three-year objective: Design missions for all programmes systematically use Learning Notes and feed new lessons and insights back into them – as part of their terms of reference.

- Learning Notes are still not used systematically enough. Although they are often referred to in reviewers’ recommendation notes and quality enhancement panel reports, which then triggers their use in post-formulation and appraisal missions, they are not used systematically at project inception.
- Technical advisors brief CPMs on Learning Notes, but the use of this tool should not be driven by technical advisors alone. Nonetheless, involving technical advisors at earlier stages of the project cycle can encourage KM from inception.
- Where technical advisors take part in missions, activities related to KM and Learning Notes are usually included in the terms of reference; 60 per cent of design completion missions include technical advisors.

Three-year objective: For selected, thematically focused activities (for example, rural finance), lessons are captured through supervision and review reports, and key lessons disseminated through Learning Notes, regional and thematic networks and the Rural Poverty Portal.

The KM process is evolutionary: the portfolio review process has been strengthened and has *benefited* from greater collaboration with regional networks; country-level reviews are being taken more seriously and more commitment is shown to the extraction and distilling of lessons learned; country portfolio reviews also allow projects within the country to learn from each other.

- Direct supervision can be viewed as a KM tool as well as a tool to measure project cost-effectiveness. CPM experience is enhanced and can better inform, and feed into, future project design (and implementation). IFAD’s country presence is also effective for KM: knowledge management is mandatory in the terms of reference of country presence officers; country presence shortens the cycle of information, allowing relevant and necessary lessons and information to feed back into the country programme faster.

- It is increasingly common for success stories to be documented during supervision and review missions and then fed into networks, IFAD website, the Rural Poverty Portal and used for public advocacy purposes.

Three-year objective: M&E is strengthened to provide for learning using M&E project guidelines and other tools.

- M&E still remains a challenge, though progress has been made and 35 RIMS indicators are in place. What is needed is analysis of M&E information to inform decision-making processes.
- In the Eastern and Southern Africa Division, an innovative approach is directly linking M&E with KM, as M&E is the entry point for the analysis of information. This could be replicated across other country programmes. At present, these initiatives are ad hoc.

Three-year objective: Learning Notes are regularly updated, and systematically used by design, supervision and policy support missions; feedback on lessons and insights from those missions is incorporated into Learning Notes.

- Learning Notes are updated yearly, and new Learning Notes are continually developed. Learning Notes are systematically used in the Quality Enhancement review process, thus contributing to improved project and programme design.
- Efforts are underway to capture knowledge emerging from supervision and implementation support process to feed the Learning Notes.

Three-year objective: IFAD in-country policy dialogue is systematically informed by programme experience and sound development research.

- IFAD's in-country policy dialogue is currently informed by annual reviews that capture the knowledge and experience of country programmes, though this is largely driven by CPMs. However, RB-COSOPs are currently being reviewed with a view to capturing key lessons and issues to feed into country policy dialogue. This will be an important way to ensure greater systematic dialogue.

Expected result 2: Initiatives to value and stimulate local knowledge are consolidated and scaled up to inform country programmes.

Three-year objective: Local knowledge initiatives are further developed and scaled up (for example, Linking Local Learners, indigenous knowledge) in ten country programmes.

- In 2008, substantive efforts were made to scale up local knowledge initiatives. Knowledge sharing and connecting (building partnerships) are increasingly common. There is evidence that many country programmes are collecting local knowledge and sharing it with stakeholders and through online regional platforms.
- Initiatives are also being replicated at regional level, with individual country programmes informing the design of other country programmes in the same region.
- Improved networking among key national and regional stakeholders is becoming a best practice.
- Fairs, cultural events and workshops are all forums for knowledge management and sharing. A focus of knowledge management for local initiatives lies in a people-centred KM process. Facilitating linkages with community and grass-roots organizations is an essential characteristic of many initiatives.

Expected result 3: Established and structured thematic learning networks share knowledge and connect internal staff and resources (operations, finance, policy, communications, etc.) with IFAD's partners (country teams, regional networks, knowledge centres, stakeholder organizations, etc.).

Three-year objective: Two structured thematic learning networks (e.g. rural finance, indigenous peoples) are strengthened and aligned with IFAD's strategic priority areas, and use the Rural Poverty Portal.

- In the past year, thematic groups and learning networks have been considerably strengthened structurally, and terms of references have been prepared.
- The thematic groups on gender and rural finance have been increasingly active, holding regular meetings, seminars and knowledge-sharing events and the thematic groups are sharing information with regional networks through the Rural Poverty Portal.
- New communities of practice have been launched (e.g. on livestock, knowledge management) and already appear to have strong KM strategies and activities.
- The active participation of CPMs in thematic groups and networks would further strengthen the process.

Expected result 4: Established and structured regional learning networks share knowledge, including stronger linkages with IFAD country programmes and thematic networks, other partners and the Rural Poverty Portal.

Three-year objective: Two structured regional learning networks are strengthened. They are integrated with IFAD's information technology platform and the Rural Poverty Portal, and linked to the thematic networks and other practitioners and networks. They are driven by participants. They provide broader information and KM services.

- Regional knowledge networks have been strengthened. For the Eastern and Southern Africa Division, IFAD Africa, for example, an extension of FIDAfrique, will be launched in early 2009.
- Regional networks are linked more effectively to thematic networks and the Rural Poverty Portal. They are providing support, advice and capacity-building to thematic networks to ensure systematic learning and sharing of knowledge and experience.
- Partnerships within the regional networks are allowing for greater interaction and learning (also through training). These networks are sharing resources (primarily human resources) for joint KM activities at national and local levels, which are often linked to IFAD's country programmes.
- In the Latin America and the Caribbean Division, a new regional platform will eventually replace the existing regional network, promoting a new, and more autonomous and sustainable, generation of KM efforts.

Expected result 5: The Rural Poverty Portal is building on the thematic and regional networks and is supported by IFAD's information technology platform.

Three-year objective: The Rural Poverty Portal continually evolves to meet the learning and sharing needs of IFAD, its partners and the international development community.

- The Rural Poverty Portal is now supported by a content management system and is fully integrated with IFAD's corporate databases such as the Project and Portfolio Management System (PPMS) and the Contact Information Available On-line System (CIAO). In the coming months, it will be fully integrated with the Project Life File (PLF). The PLF will be using the country pages as an entry point and complementing the pages with all the relevant PLF documents.

- In 2008, initial efforts have been made to integrate IFAD's documents and records management system with the content management system, putting in place all the necessary checks and balances. This will allow country offices, country programme management teams, regional grants and regional networks to use the Portal's infrastructure to establish a web presence.

Expected result 6: Learning events are systematically planned and implemented.

Three-year objective: Planning of learning events is improved at corporate and regional levels.

- In 2008, learning events became a staple KM activity, with IFAD departments and divisions organizing over 70 brown-bag lunches and seminars. IFAD also took full advantage of international events – such the High-level Conference on World Food Security: The Challenges of Climate Change and Bioenergy, in Rome; the Global Agro-Industries Forum, in New Delhi; the Third High-level Forum on Aid Effectiveness, in Accra; and the United Nations Climate Change Conference, in Poznań – to share its knowledge on rural poverty- related issues by organizing panel discussions, roundtables and producing targeted knowledge products for the events.

Expected result 7: Knowledge publications are systematically planned, prepared and disseminated.

Three-year objective: A simple typology of knowledge publications is prepared. The process for planning, approval and dissemination of publications is improved

- IFAD has created a simple typology for knowledge publications and is working on putting in place a lean and efficient process for planning, approval and dissemination of publications.
- IFAD's Rural poverty Report - the flagship knowledge management product is being developed. The Report synthesises the experience of IFAD and other partners in developing effective solutions to rural poverty to inform the development of effective policies and programmes.

Expected result 8: The information technology platform is strengthened and facilitates information management, communication and knowledge-sharing and learning at headquarters and regional levels.

Three-year objective: An improved information technology platform is implemented, building on existing IFAD web-based information, communication and knowledge management tools, with an integrated set of knowledge-sharing and collaboration tools, and open, standards-based, web content management and portal technology.

The following measures have been taken to strengthen the IT platform to support IFAD's KM initiative:

- Divisional sites have been migrated to a new documents repository accessible from outside IFAD headquarters.
- A content management system has been implemented to facilitate the management of IFAD's web presence.
- A "connector" system has been implemented to facilitate the sharing of data held in databases across corporate systems. This has, for example, allowed the Rural Poverty Portal to leverage data from both the Loans and Grants System (LGS) and the Project Portfolio Management System (PPMS).
- Corporate systems are being developed to bring data previously held in spreadsheets into corporate databases for ease of reporting and information-

sharing. WATs and online project status reports are examples of those systems.

IFAD's IT Division presented the Deliver as Once concept at the KM launch event. This will provide tighter integration between IFAD's database systems, document repository and web presence. The development of this concept began in the second half of 2008 and will continue in 2009.

Expected result 9: Information management standards, rules, procedures and tools will be improved.

Three-year objective: Common information standards, rules, procedures and tools are developed for increasing organizational efficiency and accountability.

The electronic records management system (ERMS) is partially developed. A working group will be established shortly to review current information and records management practices, and to develop the foundations for a records policy.

Expected result 10: Better use is made of selective strategic partnerships for knowledge-sharing and learning.

Three-year objective: Three long-term partnerships are established with (a) a Consultative Group on International Agricultural Research (CGIAR) centre (for example, the International Food Policy Research Institute); (b) a development organization (for example, the African Development Bank, World Bank); and (c) a network of stakeholder organizations (for example, farmers' organizations, rural microfinance institutions).

- Efforts have made to strengthen partnerships (beyond service provision) through the regular exchange of information across staff, and, in some cases, across organizations (e.g. with IFPRI).
- Partnerships with stakeholder organizations have been strengthened considerably, particularly with farmers' organizations. The biennial Farmers' Forum, which took place in 2008, is a tangible demonstration of the effectiveness of these partnerships. At country and regional level, partnerships with farmers' organizations are helping to build more relevant and effective projects.

Three-year objective: Better knowledge-sharing exists with FAO and WFP

- At headquarters level, there is a strong partnership with FAO, and new possibilities exist for a strengthened partnership with WFP – in both cases, primarily at the policy level.
- From 20-22 January 2009, Bioversity International, the CGIAR ICT-KM Program (which promotes information and communications technology and knowledge management), FAO, WFP and IFAD jointly organized the first Knowledge Share Fair to enable staff of these organizations to showcase and share knowledge. This initiative stemmed from the realization that each organization had something to share with the others, and each had something to learn from the others.
The fair was attended by 700 participants and presented 160 examples of KM-related activities. The 112 sessions covered various agricultural development and food security issues, and focused on the knowledge-sharing aspects of the initiatives. The sessions also used innovative and interactive ways to present projects, highlighting experiences and lessons learned, and engaging participants in discussions. IFAD submitted 36 proposals and these proposals were presented in 45 sessions. Twenty-one of these were presented in multiple forms, such as panel discussions, hands-on exhibits, posters and video sessions. IFAD also presented its KM activities in booths located in the FAO atrium, which was the hub and meeting point of the share fair. A number of IFAD-funded projects and programmes from all over the world, members of Senior Management, directors, policy analysts, technical advisers,

CPMs, regional economists, programme assistants, communication officers, and IT, finance and human resources colleagues, together with IFAD's knowledge networks and communities of practice, proactively participated in the share fair.

Expected result 11: There is a more supportive KM culture, and better integration of KM into human resource processes.

Three-year objective: Job descriptions and recruitment and promotion processes are revised to include KM requirements; generic and specific training is provided to staff to develop KM skills and competencies; the Performance Evaluation System (PES) is amended to provide for individual and collective incentives for knowledge-sharing and learning, and for monitoring KM competencies

- Instilling a culture of knowledge sharing and management requires behavioural change. The Human Resources Division is supportive of this, and although knowledge sharing and management is not explicitly accounted for in human resources recruitment and promotion processes, behavioural principles are included in terms of reference and in staff evaluations (e.g. team worker/builder, negotiator/communicator, etc.). The current human resources reform process provides an opportunity to further mainstream KM and team-building in the core competencies.
- At present, building awareness of KM and promoting a culture change in KM is still a work in progress. Once this has developed and matured further, specific KM training can take place.
- Performance management guidelines are being reviewed, which includes recommendations to monitor KM and innovation.

Expected result 12: Space is created for knowledge-sharing and learning among staff and partners.

Three-year objective: "Quick wins" are identified and implemented. Examples might include: induction training programme; rotational programme; systematic communication of IFAD business and strategic priorities to non-operational staff; exit debriefing programme at staff separation; reward system for knowledge sharers; and modification of consultants' terms of reference

- Corporate induction training is now common practice and includes an information session on KM.
- Knowledge-sharing exercises are also taking place after field immersions.

Self-assessment tool of KM competencies

Knowledge and organization development in IFAD

	1. Awareness	2. Reaction	3. Action	4. Consistently apply	5. The way we work
Taking a strategic approach	Isolated people with a passion for knowledge management begin to talk and share difficulties to implement KM.	Most people say sharing knowledge is important. People are using some tools to help with capturing and sharing.	Some job descriptions include knowledge capturing, distilling, sharing and effective usage. There are isolated KM efforts and/or activities and knowledge sharing is not linked to corporate results-framework.	A strategy for knowledge sharing exists and linked to the corporate results-framework. Knowledge sharing methods, tools and techniques are communicated, understood and used.	Knowledge sharing strategy is embedded in DMPs and all corporate strategic processes. IFAD's intellectual and knowledge assets are clearly identified and nurtured and KM activities are strategically resourced.
Leadership and support	Management and managers are sceptical as to the benefits of knowledge sharing.	Some managers/directors give people the time to share and learn, but there is little visible support.	The organization recognizes that people should share and learn from each other, and that KM is everyone's responsibility, but few do it.	There is a clear signal from management in support of KM. Managers across the organization set an example by sharing with and learning from each other.	Management and directors reinforce the right behaviour and act as role models. Colleagues share success and failure stories. The right attitudes exist to share and use others' knowledge.
Building a learning organization	People do not consider learning and sharing as a priority due to lack of time and incentive.	People capture what they learn on an ad hoc basis but the learning is rarely shared beyond the division.	Corporate events and activities such as learning events, brown bag lunches are in place for sharing and reapplying knowledge.	Corporate processes support continuous learning and peer to peer learning is a way of working.	Departments/divisions and peer groups review and validate learning to improve and revise existing processes.
Networking and communities	People work on their own and only on individual objectives.	People are tasked to network and collaborate to complete specific tasks. But feel they need to defend themselves for spending time on KM.	Ad hoc CoPs, policy reference groups, thematic working groups etc are organized around thematic areas where membership is based on informal networks and attendance is not regular.	Networks, CoPs, PRGs link up, share and learn from each other. Individuals in their work regularly benefit from networking and collaboration.	Networks, CoPs, PRGs and thematic groups help deliver organizational goals and have become part of the culture.
Measuring the value	People have faith that sharing knowledge can add value but are not evaluated for learning and sharing knowledge.	PES and DMPs include some KM indicators. Knowledge sharing evidence is based on anecdotes.	Corporate qualitative and quantitative indicators are devised, but not used. Corporate evaluations provide some measures and evidence of knowledge sharing.	Individuals and organizations design, measure and continuously improve to add value.	IFAD's knowledge is recognized and valued by external partners. Effective use of knowledge is acknowledged as a central driver for designing and implementing key corporate processes such as policies and projects.
Capturing and reapplying knowledge	Some individuals take the time to capture lessons. Most don't contribute to knowledge assets, even fewer search them and lessons are rarely refreshed.	People capture lessons and store them locally. They respond to ad hoc requests from stakeholders (member states, govt and management).	People capture knowledge based on the organization's and beneficiaries' needs, but it is not always accessed or accessible.	Divisions know who needs what and have a process in place to provide knowledge both internally and externally.	Knowledge is easy to access and retrieve. Relevant knowledge is pushed to potential users in a systematic and coherent manner. Knowledge is constantly refreshed and distilled by all.

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Innovation	People are bound by procedures and hierarchy. Innovation happens when people find a supportive environment and when good solution exists.	Within the confines of bureaucracy, space to innovate leads to piloting innovative approaches.	Successful innovations are upscaled and replicated in other regions and/or countries. New knowledge is generated and acted upon.	Innovation priorities are decided by corporate priorities and strategies. Good ideas get implemented.	Innovation and knowledge sharing are core competencies and IFAD's trademark.
Implementing efficiencies in our work practices	We prefer to do things the way we have always done them.	We recognize the need to change our working practices and are independently looking for efficiencies.	Based on knowledge accumulated we are implementing ad hoc changes to be more efficient.	Good working practices are documented and lead to efficiencies gains.	Organizational performance is rooted in continuous improvement of all work practices and work practices are systematically updated.

