Corporate-Level Evaluation on Knowledge Management Practices in IFAD

Evaluation Approach Paper

4 April 2023
<table>
<thead>
<tr>
<th>Purpose</th>
<th>Objectives</th>
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</thead>
</table>
| Appreciate the **diversity of practices and types of knowledge**  
Achieve a **shared, more coherent understanding** of the role Knowledge Management in the context of IFAD’s rural transformation agenda.  
Support IFAD staff in the **uptake of good KM practices**  
Inform the deliberations during the Thirteenth Replenishment of IFAD’s resources. | To assess the **relevance, coherence, effectiveness, and efficiency** of current knowledge management practices at corporate, regional and country levels  
To **review and identify lessons** from past experiences that IFAD can use to improve its Knowledge Management performance in the future.  
To **articulate what types of knowledge and Knowledge Management practices are needed to help IFAD pursue its rural transformation agenda** |
Evaluation Questions

EQ1

How relevant and coherent is IFAD’s institutional framework for knowledge management given the mandate and needs of the organization and within the global, regional, and local context in which IFAD works

(Relevance and coherence)

EQ2

To what extent has IFAD through its knowledge management practices effectively contributed to rural transformation and what factors can explain its performance?

(Effectiveness)

EQ3

How efficient has been the use of the available (financial and human) resources to deliver the knowledge management practices and results?

(Efficiency)
Issues for CLE review

- Linkage between corporate-level KM and KM practices on the ground
- The role of the regional divisions in planning and delivering KM
- Staff motivations and incentives for KM
- Curation of knowledge at corporate and regional levels
- How KM has performed within the decentralized structure
- KM practices and mechanisms for impact at country level
- Cost-effectiveness of KM practices and products

CLE Knowledge Management
Evaluation Approach Paper
4 April 2023
IFAD strategy

Institutional roles & responsibilities

Products and practices at HQ

Five Regional KM strategies and practices

Twenty Country case studies on KM practices
Understand how knowledge is generated, shared, used, and disseminated at country level and how this feeds into IFAD projects as well as other processes such as policy engagement and scaling-up.

Map KM practices that involve IFAD staff, beneficiaries and stakeholders, and understand how they work.

## Objectives

### Selection Criteria

- Country income status
- IFAD country portfolio size
- IFAD country presence
- KM performance
- Evaluability

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<thead>
<tr>
<th>APR</th>
<th>ESA</th>
<th>LAC</th>
<th>NEN</th>
<th>WCA</th>
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<tbody>
<tr>
<td>Viet Nam</td>
<td>Malawi</td>
<td>Argentina</td>
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<td>Philippines</td>
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Remote participatory video evaluation pilots

**Why?**
- Address the gap of underrepresentation of local and indigenous people experiences and voices in evaluations
- Reach local and indigenous people in remote locations or locations with conflict
- Explore cost-effective ways to hear from local and indigenous people

**How?**
- Participatory process to co-design interview guide
- Intense collaboration with country offices and implementing partners
- Whole person approach, focusing on the interviewees, their communities and on their relationship with IFAD projects

**What makes them special?**
- Level of engagement with local champions beyond rushed interviews
- Richness of stories shared with visual and audio aspects bringing to life stories on paper
- Opportunity to give the videos back to local champions; they can share it to demonstrate the value of their work
<table>
<thead>
<tr>
<th>Activity</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Initial interviews and survey</td>
<td>Sept 2022</td>
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<tr>
<td>Pilot case studies (test methodology)</td>
<td>Nov 2022</td>
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<tr>
<td>Approach paper for Management comments</td>
<td>December 2022</td>
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<td>Evaluation committee: presentation of approach paper</td>
<td>April 2023</td>
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<td>Stakeholder interviews, FGDs</td>
<td>June 2023</td>
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<td>Case studies</td>
<td>June 2023</td>
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<td>Report shared with Management</td>
<td>November 2023</td>
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<td>Comments from Management</td>
<td>December 2023</td>
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<td>Report finalized</td>
<td>January 2024</td>
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<td>Learning event</td>
<td>April 2024</td>
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<td>Discussion Evaluation Committee</td>
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