

IOE



Investing in rural people

Independent Office of Evaluation

**120th
Evaluation
Committee**

A world map rendered in a glowing cyan color against a dark blue background. The map is composed of a grid of small dots, with larger, brighter dots and lines highlighting specific regions and connections across the globe.

Corporate-Level Evaluation on Knowledge Management Practices in IFAD

Evaluation Approach Paper

4 April 2023

Purpose

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.

Objectives

*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***

EQ1

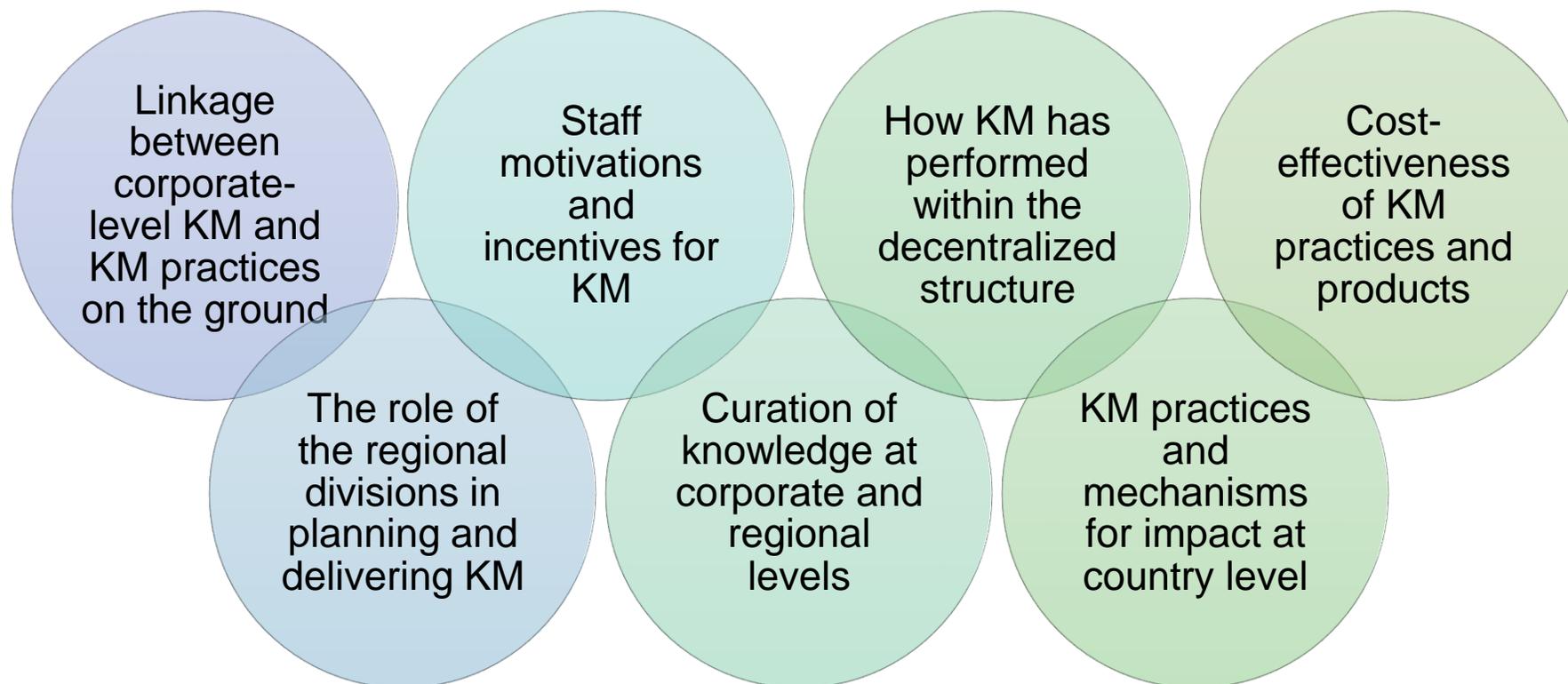
How relevant and coherent is IFAD's institutional framework for knowledge management given the mandate and needs of the organization and within the global, regional, and local context in which IFAD works
(Relevance and coherence)

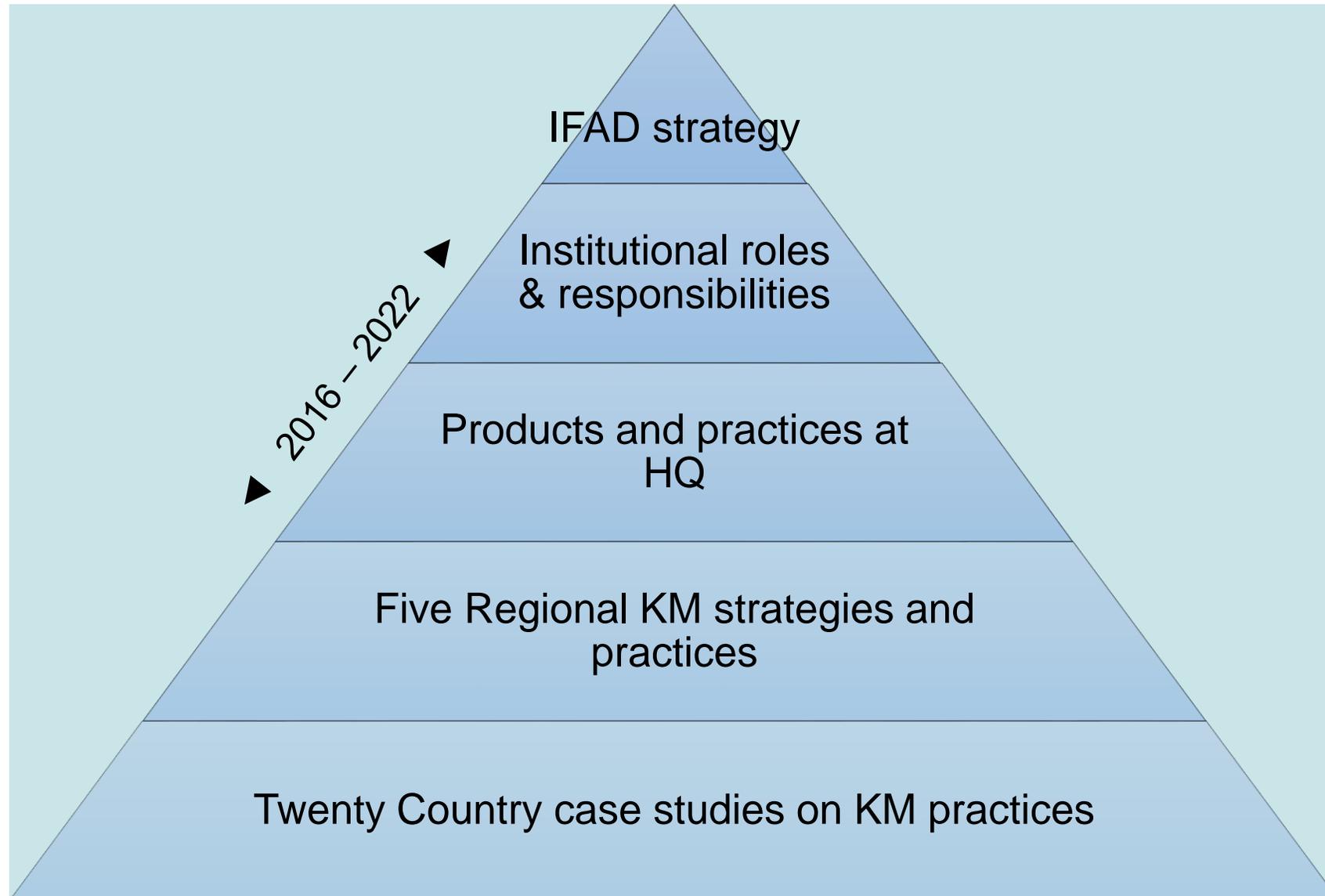
EQ2

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)





Objectives

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.

Selection Criteria

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

APR	ESA	LAC	NEN	WCA
Viet Nam	Malawi	Argentina	Kyrgyzstan	DRC
Philippines	Madagascar	Peru	Tunisia	Sierra Leone
Pakistan	Angola	Brazil	Sudan	Nigeria
China	Kenya	Mexico	Egypt	Côte D'Ivoire

- **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

WHY?



- **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

HOW?



- **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

WHAT MAKES THEM SPECIAL?



Activity	Due Date
Initial interviews and survey	Sept 2022
Pilot case studies (test methodology)	Nov 2022
Approach paper for Management comments	December 2022
Evaluation committee: presentation of approach paper	April 2023
Stakeholder interviews, FGDs	June 2023
Case studies	June 2023
Report shared with Management	November 2023
Comments from Management	December 2023
Report finalized	January 2024
Learning event	April 2024
Discussion Evaluation Committee	tbc