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## **Approach paper Corporate-level evaluation Knowledge management practices in IFAD**

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### **FOR: REVIEW**

**Action:** The Evaluation Committee is invited to review the approach paper of the corporate-level evaluation on knowledge management practices in IFAD.

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## Executive summary

1. As approved by the Executive Board during the 134<sup>th</sup> session in December 2021, the Independent Office of Evaluation of IFAD (IOE) is conducting a corporate-level evaluation (CLE) of IFAD's knowledge management (KM) practices in IFAD. The evaluation will review the relevance, coherence, effectiveness and efficiency of KM practices at the corporate, regional and country levels for the period 2016-2022.
2. KM is a key element of IFAD's strategy for delivering transformative rural development. Knowledge-building, dissemination and policy engagement constitute one of the four pillars supporting the achievement of IFAD's development results. The importance of knowledge in delivering transformational change was further emphasized in the Report of the Consultation on the Twelfth Replenishment of IFAD's Resources (IFAD12 Report).
3. The evaluation will examine the diversity of practices and knowledge types that are relevant to IFAD's work and provide a shared, more coherent understanding of the role KM plays in IFAD's rural transformation agenda. The findings, conclusions and recommendations will support IFAD Management and staff in the uptake of good KM practices and the IFAD Executive Board in their accountability role, and will inform the deliberations of the IFAD13 Consultation.
4. The evaluation is unique in that it focuses on the linkage between corporate-level knowledge management and actual practices at the country level. The ongoing decentralization process has fundamentally changed the way IFAD generates and shares knowledge with partners in countries and within IFAD itself. The evaluation will generate findings on the drivers of KM in the context of decentralization, such as the growing role of IFAD country presence, turnover of staff, and limited resources for non-lending activities.
5. The evaluation will assess IFAD's performance at the corporate level through the review of strategies, action plans and knowledge products. It will explore in depth the role of the regional divisions in supporting knowledge management in country programmes. The evaluation has selected 20 countries as case studies to map KM practices on the ground and assess their contribution to transformative development outcomes in IFAD's partner countries. Finally, the evaluation will also review good KM practices in place at other international organizations.

# Approach paper

## Corporate-level evaluation

### Knowledge management practices in IFAD

## I. Introduction

### A. Rationale for this corporate-level evaluation

1. As approved by the Executive Board during the 134<sup>th</sup> session in December 2021, IOE is conducting a CLE of KM practices in IFAD. The CLE will review the relevance, coherence, effectiveness and efficiency of KM practices at the corporate, regional and country levels for the period 2016-2022. In preparation for this CLE, IOE consulted with the Quality Assurance Group (QAG), the Strategy and Knowledge Department (SKD) and the Programme Management Department. Lead economists and portfolio advisers from the regional divisions were also contacted for their input during the course of drafting the present evaluation approach paper. The methodology and approach have been reviewed by IOE's Evaluation Advisory Panel<sup>1</sup> and the IOE independent technical adviser, Zenda Ofir.
2. **Knowledge management is a key element of IFAD's strategy for delivering transformative rural development.** According to the ongoing Strategic Framework (2016–2025), IFAD aims to maximize its comparative advantage by working "bigger, better and smarter": it will mobilize and leverage substantially greater investment in rural areas; strengthen the quality of countries' rural development programmes through evidence-based innovation, knowledge-sharing, partnerships and policy engagement; and deliver development results more cost-effectively. Knowledge-building and dissemination and policy engagement constitute one of the four pillars supporting the achievement of IFAD's development results. The importance of knowledge in delivering transformational change was further emphasized in the Report of the Consultation on the Twelfth Replenishment of IFAD's Resources (IFAD12 Report).
3. **The evaluation is unique in that it focuses on the linkage between corporate-level KM practice and actual KM practices at country level, and how these help to enhance IFAD's impact on the ground.** The ongoing decentralization process has fundamentally changed the way knowledge is generated and shared with partners in countries and within IFAD itself.<sup>2</sup> The CLE will review how KM has performed and delivered within a decentralized structure during the period 2016 to 2022. At the moment little is understood about important aspects that are driving KM in IFAD in the context of decentralization, such as the growing role of IFAD country presence, turnover of staff, and limited resources for non-lending activities.
4. This CLE has an explicit focus on **KM practices\*** and how they are configured and organized within IFAD. KM practices put people at the centre:<sup>3</sup> they develop the practices, for example gathering experiences and stories, creating KM tools, and finding ways to address recurring problems (see figure 1 below).<sup>4</sup> The commitment and motivation of individual staff and organizational units striving for excellence and competence, and their ability to access the required resources (staff, tools) and capacities are what make KM effective.

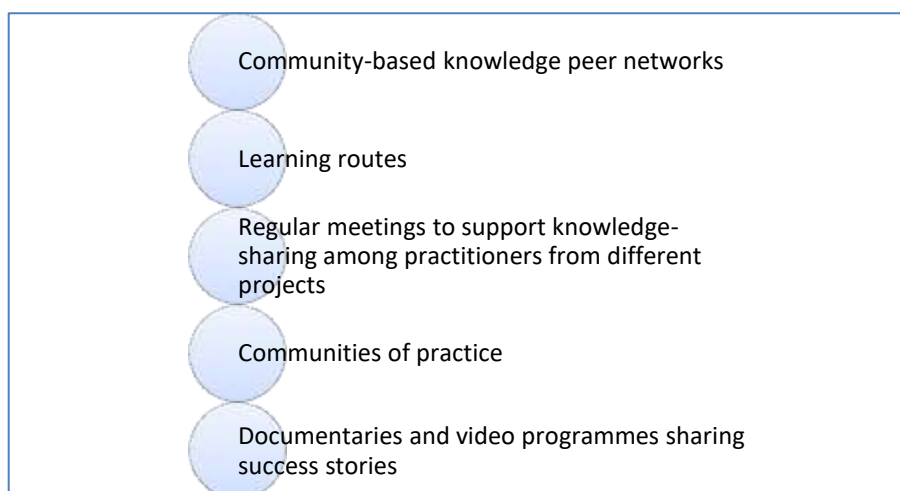
<sup>1</sup> <https://ioe.ifad.org/en/evaluation-advisory-panel>.

<sup>2</sup> The IOE CLE on decentralization examines the effects of these organizational reforms on partnership, knowledge management and policy engagement.

<sup>3</sup> A longer list of terms is included in the glossary (appendix VIII). All terms in the glossary are identified with an asterisk.

<sup>4</sup> Appendix III contains a list of KM practices identified through pilot case studies.

Figure 1  
Examples of KM practices in IFAD



## B. CLE objectives, scope and expected outcomes

5. **Purpose.** The CLE will seek to help IFAD appreciate the diversity of practices and knowledge types that are relevant to its work and achieve a shared, more coherent understanding of the role KM plays in the context of IFAD's rural transformation agenda. The findings, conclusions and recommendations of the CLE will support IFAD Management and staff in the uptake of good KM practices and the IFAD Executive Board in its accountability function, as well as inform the deliberations of the IFAD13 Consultation.
6. **Objectives.** The CLE has three broad objectives:
  - **Objective 1.** To assess the relevance, coherence, effectiveness and efficiency of current KM practices at the corporate, regional and country levels.
  - **Objective 2.** To review and identify lessons from past experience, including from other development organizations that IFAD can use to improve its KM performance in the future.
  - **Objective 3.** To articulate what types of knowledge and KM practices are needed to help IFAD pursue the objectives of its rural transformation agenda.
7. **Scope:** The CLE covers the period 2016 to 2022, which coincides with IFAD's current strategic framework (2016–2025). IFAD's KM strategy was prepared in 2019. The CLE will cover the institutional KM framework and KM practices at corporate, regional and country levels and the linkages between them.
8. The scope of this CLE will not be limited to the IFAD KM strategy and its implementation: it will also evaluate how the organization has leveraged both external and internal knowledge in particular at the country level, and to what extent the existing strategies, structures and functions have supported IFAD's ambition to contribute to transformative change in partner countries.
9. **Expected outcomes.** The CLE is intended to close knowledge gaps around: (i) the extent and value of knowledge curated at the corporate and regional level in delivery of KM at the country programme level; (ii) the role of the regional divisions in planning and delivering KM; (iii) the value of tacit knowledge, communities of practice and knowledge retention; and (iv) the identification of incentives that support prioritizing KM.
10. The CLE will complement the midterm review (MTR) of IFAD's KM strategy, which was conducted in 2022. The MTR was a rapid, qualitative assessment with an internal focus on the adequacy and effectiveness of the strategy and its ongoing implementation. It did not include an analysis of KM outcomes in country

programmes, knowledge partnerships or a synthesis of the use of internal and external knowledge within IFAD and in partner countries to achieve rural transformation, which this CLE seeks to address.

11. The CLE will produce concrete findings and actionable recommendations on how KM could perform better at IFAD. It will identify ways to strengthen KM across the decentralized model, with a focus on generation, sharing and use of knowledge for policy engagement. The CLE will pay particular attention to the KM mechanisms and practices that have helped to enhance impact at the country level. It will identify KM practices that have been effective in different country contexts. Finally, it intends to assess the cost-effectiveness of KM practices.

## **II. KM background and terminology**

### **A. KM for development**

12. Since the late 1990s, KM has been generally adopted in international development as the sub-discipline knowledge management for development (KM4D). It has also been widely implemented by international financial institutions (IFIs) and United Nations organizations, including IFAD (see appendix VI).<sup>5</sup>
13. KM was officially adopted by the international development sector with the launch of the World Bank's first "knowledge bank" strategy in 1996. The United Nations Development Programme (UNDP) launched its first strategy in 2004. By 2007, KM within the United Nations system was in its initial stages, according to the first Joint Inspection Unit (JIU) KM review.<sup>6</sup> By the second JIU inspection,<sup>7</sup> the situation had changed considerably. The inspection found that UNDP, the International Atomic Energy Agency (IAEA), IFAD and the International Labour Organization (ILO) had developed comprehensive and time-tested practices, and had made KM part of their operational reality. The inspection found that these organizations were notable because their existing KM strategies were being continually adjusted and reformulated in the light of lessons learned from implementation.
14. In 2018, the Multi-Donor Learning Partnership was initiated. Renamed as the Multi-Donor Partnership on Learning for Development Impact<sup>8</sup> in 2022, it is an initiative to bring together United Nations organizations and IFIs, including IFAD, in addition to other donors.<sup>9</sup> The partnership aims to champion knowledge and learning investments across the international development sector, create connections and mobilize expertise, and promote ethical, shared and effective generation of knowledge.<sup>10</sup>

### **B. Formal approaches to KM in IFAD**

15. IFAD's first knowledge management strategy was approved in 2007 to cover the years 2007–2009. The strategy was a response to the rapidly changing global context which required new learning approaches; and a recognition that development effectiveness depended on new knowledge capabilities. Subsequently, after some years without a KM strategy, IFAD adopted a Knowledge Management Framework (2014) followed by its first Action Plan (2016).
16. IFAD's second Knowledge Management Strategy (2019–2025) was approved by the Executive Board in May 2019 and its implementation is intended to be cost-neutral. The goal of the strategy is for knowledge to be assembled and transformed, including through partnerships, into better development results for poor rural

<sup>5</sup> Dumitriu, 2016; Bocock and Collinson, 2022; Kalseth and Cummings, 2000; Cummings et al, 2013.

<sup>6</sup> Larrabure, 2007.

<sup>7</sup> Dumitriu, 2016.

<sup>8</sup> <https://www.mdlp4dev.org>.

<sup>9</sup> In addition to IFAD, members include the Foreign Commonwealth and Development Office (FCDO), United Kingdom, the German Agency for International Cooperation (GIZ), the Inter-American Development Bank (IDB), the Swedish International Development Cooperation Agency (SIDA), the United Nations Children's Fund (UNICEF), the United States Agency for International Development (USAID), the Wellcome Trust and the World Bank.

<sup>10</sup> Bocock and Collinson, 2022.

people, and greater impact towards the 2030 Agenda for Sustainable Development (2030 Agenda), especially Sustainable Development Goal (SDG) 1 (no poverty) and SDG 2 (zero hunger). The strategy is being implemented through the second Knowledge Management Action Plan (2019–2021), which was developed concurrently with the strategy.

17. A midterm review of IFAD's 2019–2025 Knowledge Management Strategy was completed in September 2022. Recommendations were as follows: a refresh of the KM strategy; additional resources for KM activities (US\$1,527,000 over a three-year period); adoption of the concepts of "thought leadership" and "knowledge for impact"; a condensed KM monitoring system; and a new KM Action Plan.

Table 1

**Timeline of key KM milestones at IFAD**

Year	Strategy/Document
2007	IFAD Strategy for Knowledge Management 2007–2009
2011	Progress report on the implementation of the IFAD Strategy for Knowledge Management and the innovation agenda
2011	IFAD Medium-term Plan 2011–2013: Knowledge management and policy dialogue outcomes 2011–2013
2014	IFAD Knowledge Management Framework 2014–2018
2016	ARRI 2015: Learning theme on knowledge management: How can operations learn to improve performance?
2016	IFAD Strategic Framework 2016–2025
2016	IFAD Knowledge Management Action Plan 2016–2018
2019	2019–2025 Knowledge Management Strategy
2019	IFAD Knowledge Management Action Plan 2019–2021
2021	IFAD South-South and Triangular Cooperation Strategy 2022–2027
2022	Midterm review of Knowledge Management Strategy

## C. Terminology

18. This section defines some key terms adopted for the purpose of this CLE. A longer list of terms is included in the glossary (appendix VIII). All terms contained in the glossary are identified with an asterisk.
19. Knowledge\* is the awareness, understanding or information that has been obtained by experience or study, and that is either in a person's mind or possessed by people generally.<sup>11</sup> There are different types of knowledge in IFAD. **Internal knowledge\*** comprises explicit, implicit and tacit knowledge. This knowledge is invested in individual members of staff as practices but also carried by KM tools and products. There is also **external knowledge\***, such as policy knowledge\*, scientific knowledge\*, technical knowledge\*, local knowledge\*, and Indigenous knowledge\*. IFAD's partnerships are instrumental in the process of knowledge generation and sharing. Innovative practices promoted by other development partners, notably NGOs, can make an important contribution to rural transformation. An example is the Gender Action Learning System (GALS), which

<sup>11</sup> Cambridge Advanced Learner's Dictionary & Thesaurus (n.d). Knowledge. In *Cambridge.org dictionary*. Retrieved 4 November, from 2022, from <https://dictionary.cambridge.org/dictionary/english/knowledge>.

IFAD promoted in collaboration with a Dutch NGO and which supports gender-transformative practices at country level.

20. In its KM strategy, IFAD adopted "a straightforward definition"<sup>12</sup> aimed at reflecting the common understanding of KM within IFAD, namely <sup>13</sup> KM as a set of processes, tools and behaviours that connect and motivate people to generate, share, use and reuse knowledge. For the purpose of this CLE, a slightly different definition has been chosen because of the evaluation's explicit focus on KM practices and the impact of KM at country level.
21. For this reason, **knowledge management** for this CLE is defined as:

The systematic management of the generation, sharing, use and brokering\* of substantive\* knowledge through tools and practices at organizational and individual levels with a view to enhancing IFAD's role and contribution to rural transformation globally and in partner countries.

22. This definition does not aim to invalidate the IFAD definition. It is simply more fit-for-purpose for this CLE, whose focus is on KM practices that lead to country-level impact. This narrower definition aims to counteract the focus on the internal KM system found in the current IFAD definition and complement the scope of the recent MTR.
23. **Knowledge management** practices are defined as:

A shared repertoire of resources developed by practitioners, including experiences, stories, tools, and ways of addressing recurring problems and integrating lessons learned. KM practices relate to how knowledge is generated, shared, used and brokered by IFAD. These practices involve personal and organization choices, behaviours and insights of individual staff, organizational units and the organization as a whole, both formally and informally.

### III. CLE approach and methodology

#### A. Main evaluation questions

24. The CLE will address three overarching evaluation questions (EQs).
- **EQ1:** How relevant and coherent is IFAD's institutional framework for KM 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 KM 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 KM practices and results? (efficiency)
25. Each overarching question is accompanied by a number of sub-questions, as presented in the evaluation framework (appendix I).

#### B. Conceptual framework

26. Current thinking identifies six co-existing generational approaches to KM4D. Each of these has introduced new KM concepts and tools to gain a greater understanding of KM4D (see figure 2 below).<sup>14</sup> The focus of this CLE with respect to **KM practices** is on third- and fourth-generation KM. Third-generation KM focuses on knowledge-sharing tools, such as after action review, the peer assist\*, case studies and best practices; and more emphasis on tacit knowledge. Fourth-generation KM comprises practice-based, people-centric approaches and involves the

<sup>12</sup> Gillman, 2022: 100.

<sup>13</sup> The development of the current IFAD KM strategy in 2018 was an inclusive, consultative process (Gillman, 2022). In this process, the team responsible for the developing the strategy asked IFAD staff to choose between three different aspects: connections, knowledge creation and knowledge capture.

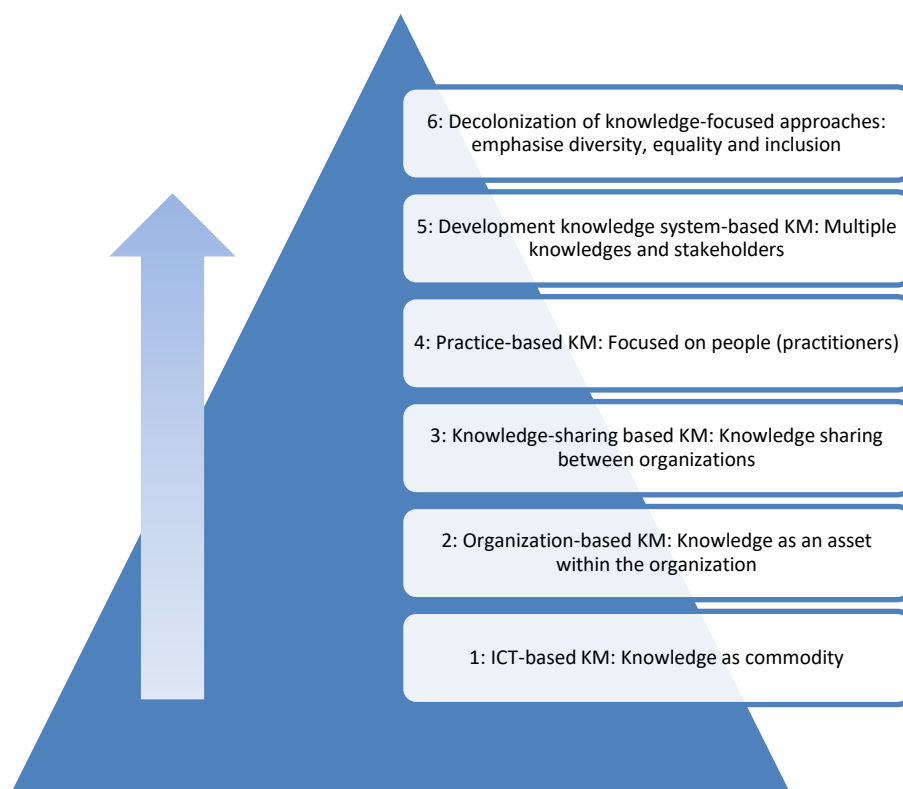
<sup>14</sup> Cummings et al, 2019; Bocock and Collinson, 2022; Cummings et al, In press.



establishment of inter-organizational communities of practice, and an increased role of social media.

Figure 2

**KM4D generational framework, showing how generations build on each other**



Source: Evaluation team elaboration, based on Cummings et al, 2013.

27. The **fifth generation**, with its more holistic focus on the development knowledge ecology or system, has been developed with the growing understanding that many different types of knowledge – such as local or and technical knowledge – are needed to solve wicked\*, complex problems<sup>15</sup> and that knowledge is a global public good. More recently, a **sixth generation of KM4D** is emerging, currently labelled "decolonization of knowledge" which recognizes the value of Indigenous knowledge as well as current organizational efforts to address diversity, equality and inclusion of staff.<sup>16</sup> The fifth and sixth generations appear to be more conducive to rural transformation because they explicitly recognize the importance of local stakeholders, and their knowledge and language in development processes. Although the focus is on third- and fourth-generation practices, this CLE will also identify fifth- and sixth-generation KM because of their potential for rural transformation.

### C. Theory of change

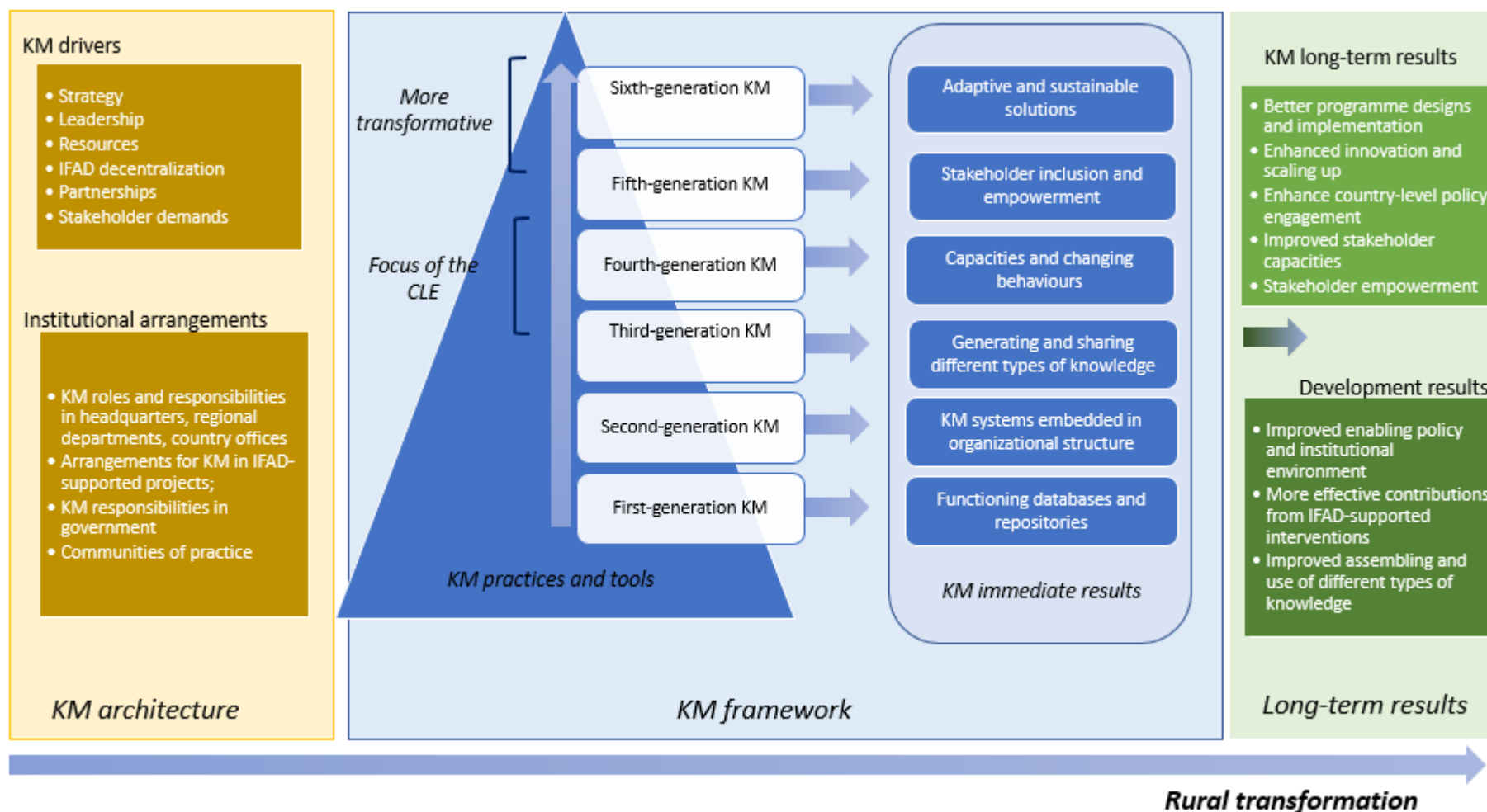
28. The CLE uses a theory of change (ToC) to visualize the linkages between KM drivers, institutional arrangements and KM results. Figure 3 below provides a schematic overview of the ToC. The ToC (included in the appendix II) illustrates in detail the processes within IFAD for the generation, use, sharing and brokering of knowledge and how these are expected to contribute to KM results, development results and, ultimately, rural transformation.

<sup>15</sup> Brown et al, 2010.

<sup>16</sup> Cummings et al, In press.

29. KM practices must be relevant both to IFAD's mandate and strategies and to those of its partners, and must be coherent with the wider United Nations and IFI community (EQ1). **KM drivers** include internal factors, such as the KM strategy, leadership, financial and human resources, and incentives for KM. External factors include partnerships and government demand for IFAD knowledge. Together these create the context within which KM takes place.
30. The **institutional arrangements** include KM roles and responsibilities at different levels of the organization (headquarters, regional divisions and country offices). They also include the communities of practice (CoP) cutting across administrative divides. IFAD-supported projects and government partners are also expected to have established clear responsibilities for KM.
31. **KM results** include immediate results, long-term results and the development results to which KM is expected to contribute (EQ2). The immediate results are related to the type of KM (according to the generational framework). These include generating and sharing different types of knowledge, enhanced capacities and skills, and stakeholder inclusion and empowerment. Longer-term results include improved programme results and implementation, more successful innovation and scaling up, and enhanced policy engagement.
32. Effective KM should thus contribute to three broader development results: (i) an **enabling policy** and institutional environment; (ii) **effective operations**; and (iii) **use of different types of knowledge** (EQ2). Together, these three development results contribute to rural transformation and accelerate progress towards the realization of the 2030 Agenda. In particular, the practices from the fifth and sixth generations are expected to contribute to transformative processes. Appreciation of local knowledge and stakeholder inclusion is more supportive of the adaptive and sustainable solutions required for rural transformation.
33. The linkages and concepts captured in the ToC led to the development of the evaluation framework (see appendix I).

Figure 3  
Theory of change

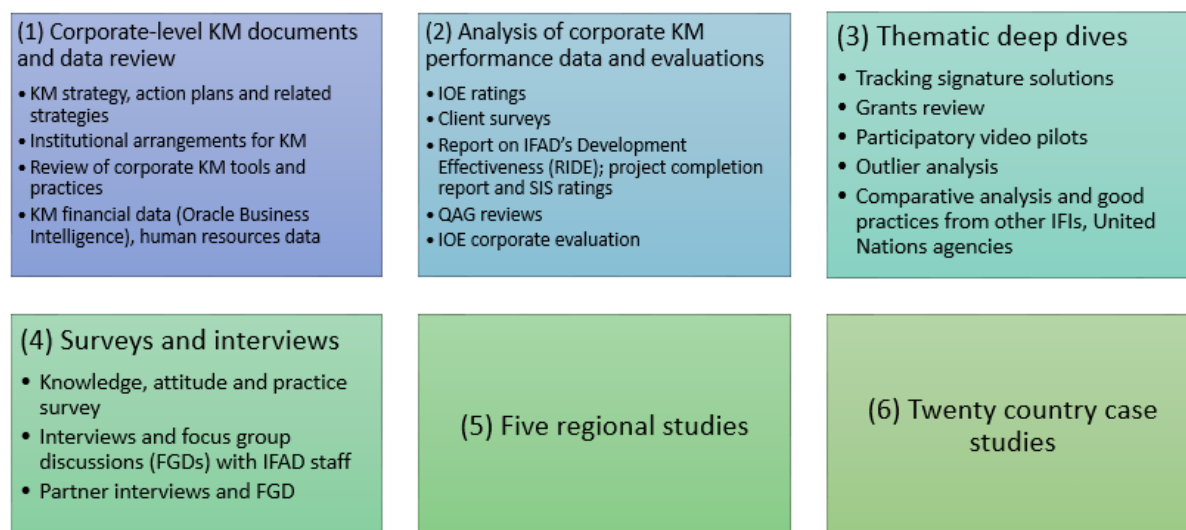


## D. Data collection

34. The evaluation framework links evaluation questions, sub-questions, indicators and the sources of evidence in the form of evidence blocks.
35. The CLE includes six evidence blocks, further explained in the following paragraphs.

Figure 4

CLE evidence blocks



36. The first evidence block consists of a **corporate-level KM documents and data review (1)**. This will involve a desk review of corporate policies, strategies and guidance that have been guiding KM over the evaluation period and a review of institutional arrangements for KM (KM architecture). The CLE will draw on the extensive analysis prepared as part of the 2022 MTR. It will also review corporate KM tools and practices such as IFAD's knowledge products, CoP, and the financial and human resources allocated to knowledge management. Interactive exercises, such as the participatory mapping of knowledge flows may help to deepen the understanding of institutional roles and mechanisms for KM.
37. **An analysis of corporate KM performance data and evaluations (2)** will involve a review of relevant IOE evaluations – including CLEs, evaluation synthesis reports and country strategy and programme evaluations (CSPEs) – as well as IOE performance ratings on KM. Additional information may be sourced from IFAD's internal reviews and monitoring of KM performance, such as the yearly Report on IFAD's Development Effectiveness (RIDE), project supervision reports and client survey data. QAG has also prepared some useful reviews of KM in IFAD.
38. The **thematic deep dives (3)** will take a thematic approach to reviewing selected practices cutting across organizational and geographic divides. This will involve a review of grants and funding facilities targeting KM activities and a deep investigation of knowledge flows through identified "signature solutions" representing state-of-the-art technology and knowledge developed by IFAD for rural transformation, such as GALS. Remote participatory video evaluations will explore Indigenous and local knowledge in the context of IFAD's operations. A qualitative examination of the performance outliers in the Annual Report on Results and Impact (ARRI) database will provide further insight on factors contributing to success and failure in KM. An examination of KM practices in use at other IFIs and United Nations agencies will provide a further learning opportunity.
39. IOE will conduct **surveys and interviews (4)** to collect primary data. The knowledge, attitude and practice (KAP) survey, launched in 2022, will be supplemented by follow-up interviews and focus group meetings with select

respondents. A second electronic survey will be launched towards the end of the CLE in order to validate evaluation findings.

40. IFAD's regional divisions will be covered through **five regional studies (5)**. These will provide insights into the regional KM strategies and approaches, which involve responsibility for KM in regional offices, multi-country offices and South-South and Triangular Cooperation (SSTC) and Knowledge Centres, and how these support knowledge flows between the regional, country and corporate levels.
41. The **20 country case studies (6)** will enable a deeper understanding of the factors contributing to effective KM practices at country level and how they may contribute to development results. The case studies will derive evidence from documentary review and interviews with IFAD country teams, project staff and other stakeholders to understand how KM practices are implemented and how knowledge is used in the country. These studies will allow for the development of a comprehensive story of change, describing how the changes came about and the contribution of the KM practices involved.
42. The evaluation team has selected four country programmes per regional division with the aim of covering a wide range of different KM practices within their specific country contexts. The criteria used in the selection of the case study countries included KM performance ratings (IOE) in CSPEs, country income status, portfolio size and country presence (see appendix V). In the final selection of countries, the CLE team will also consider the evaluability of country programmes, most importantly the availability of programme staff for interviews. Such availability may be affected by the recent reassignment of staff and changes in the local security situation. Furthermore, the CLE team will aim to reduce overlaps with other ongoing evaluations to avoid evaluation fatigue.
43. During the scoping phase in 2022, IOE piloted three country case studies (Kyrgyzstan, Malawi and Sudan). The experiences from these pilots have informed the final elaboration of the case study methodology and evaluation questions.

Table 2

**Selection of countries to be used in case studies<sup>17</sup>**

<b>APR</b>	<b>ESA</b>	<b>LAC</b>	<b>NEN</b>	<b>WCA</b>
Viet Nam	Malawi	Argentina	Kyrgyzstan	Democratic Republic of the Congo
Philippines	Madagascar	Peru	Tunisia	Sierra Leone
Pakistan	Angola	Brazil	Sudan	Nigeria
China	Kenya	Mexico	Egypt	Côte d'Ivoire

## **E. Synthesis**

44. The CLE team will synthesize and structure findings from the **six blocks of evidence** to: develop a system-level picture of KM at IFAD that shows how KM contributes to the delivery of the development impacts identified in the conceptual framework; and determine the status of current KM practices against the six-generation model and their implications for rural transformation.
45. **Case study analysis** will include mapping KM practices against the generational framework to identify which practices can be considered as transformational. Practices from the fifth and sixth generations are seen as more transformational. The case studies will assess the effectiveness of IFAD KM practices and how they have contributed to transformational rural development through the three

<sup>17</sup> Asia and the Pacific Division (APR), East and Southern Africa Division (ESA), Latin America and the Caribbean Division (LAC), Near East, North Africa and Europe Division (NEN), West and Central Africa Division (WCA).

development results in the ToC. The case studies will also test the assumptions about KM drivers and assumed linkages between different levels within the organization (see appendix III) where knowledge is generated and shared, in order to validate effective linkages between the various levels.

46. Analysis across the 20 case studies will allow for the identification of patterns according to the variables that affect performance, such as typology of KM practice, region or country context. Building on this analysis, IOE will then explore the extent to which KM results have contributed to rural transformation processes.
47. The approach recognizes the fact that different types of practices will coexist, and that they have been chosen and adapted to the different contexts that characterize IFAD's work. This also implies that a "good" KM strategy would need to have aspects of each of the different generations, develop them further and adapt them as the need for knowledge evolves.
48. **Generalization and validation.** Key findings and conclusions drawn from the cross-country/regional case analysis will be validated through a survey involving all country programme managers (CPMs)/country directors (CDs); a series of focus group discussions (FDGs) at regional and corporate level and triangulation with the findings of the KAP survey; and other sources such as CSPEs or corporate monitoring data. This survey will be used to capture the knowledge, views and experience of IFAD managers and operational staff, as well as technical staff from government agencies, managers of IFAD-funded projects and other relevant partners. Questions will be targeted at each stakeholder group.

## F. Limitations

49. **Data gaps in IFAD's corporate systems.** In order to quantify the financial resources used for KM, the CLE will draw on grant and project cost data (from the Oracle Business Intelligence database). The preliminary data analysis has indicated that there are significant data gaps with regard to how KM is budgeted and funded. There are also gaps in the available data on human resources for KM. Apart from dedicated KM specialists in SKD and the KM focal points at corporate and regional level, the staff time devoted to knowledge creation, use and dissemination is not budgeted, it is integrated into routine job descriptions within IFAD. In order bridge existing data gaps, the CLE team will need to use (qualitative and quantitative) information from surveys and interviews.
50. **Limitations in relevant IFI practices.** Initial scoping of comparator organizations such as the World Bank, Asian Development Bank (ADB), Global Environment Facility (GEF) and European Bank for Reconstruction and Development (EBRD)<sup>18</sup> shows that comparing KM approaches through previous evaluations will not be a clear-cut exercise. The respective evaluations on KM focus mainly on systems for delivering KM and learning within the organization. IOE will use these to begin developing an assessment of practices across the four IFIs and determine what they have done to address challenges. The ADB and World Bank evaluations will be the most valuable for this exercise. Those of EBRD and GEF have different emphases due to their operating models and may therefore be less relevant. None of the evaluations focuses on the use of tacit knowledge, and only the ADB evaluation links internal knowledge with what country-level stakeholders want and explores how knowledge is used in country programmes.

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<sup>18</sup> See appendix IV for further elaboration on this methodology.

## IV. CLE process, implementation roles and timeline

### A. CLE process

51. **Learning process.** Part of the purpose of this CLE is to achieve a shared, more coherent understanding of the role that KM plays in the context of IFAD's rural transformation agenda. The team will therefore work closely with the concerned stakeholders throughout the process to facilitate reflection and learning. Group discussions (as part of data collection process) will provide opportunities for sharing and reflection.
52. The after action review will be the first such group discussion to encourage reflection by and with SKD on the KM strategy and the MTR, and will also provide an additional data source for the CLE. Further group discussions, as part of the country and regional studies, will focus on KM practices at country and regional level and on the linkages and flow of knowledge between these levels. These discussions will include a participatory assessment of effective and transformative KM practices, using the KM rubric prepared for this CLE (see appendix III).
53. In addition, during the CLE process, regular meetings will be held with targeted stakeholders (e.g. KM focal points and country teams) to encourage reflection on KM practices at all levels within IFAD. Topics for discussion may include:
  - Funding KM: preliminary CLE analysis with discussion
  - Mapping KM practices according to the generational framework
  - KM in specific subregions and country contexts
  - What does "transformational KM" mean and how could it be supported?
  - Pathways to KM results: mapping theories of change for KM practices
  - Partnerships for knowledge-sharing in upper-middle-income countries: the role of SSTC
  - Lessons from effective CoP
  - Capturing knowledge from local and Indigenous communities
54. The CLE team intends to use state-of-the art knowledge-sharing tools to encourage learning and reflection within the organization and within specific teams in order to learn from the evaluation process. These will include appreciative inquiry, experience capitalization, knowledge café and storytelling. These tools are designed to tap into the tacit knowledge of individuals and teams, and to make it possible to develop collective understandings of crucial processes such as KM and rural transformation. The proposed tools are already in use by IFAD and can be found in the IFAD KM toolkit.<sup>19</sup>

### B. Implementation roles and responsibilities

55. **Evaluation team.** The CLE will be led by Johanna Pennarz, Lead Evaluation Officer, IOE, under the strategic direction of IOE Director, Indran Naidoo. The team will include two senior consultants: Mike Reynolds, an experienced senior evaluation expert who has led a number of corporate-level evaluations for other United Nations agencies. He will guide data collection and synthesis and lead the preparation of the final report; and Sarah Cummings, a KM4D expert who will guide the team on the conceptual and methodological aspects. Four Rome-based evaluation researchers will conduct the case studies and document reviews, along with the programme portfolio and grants reviews, and the administration and design of the KAP survey.

<sup>19</sup> <https://ifadkmcentre.weebly.com/tools.html>.

56. As per standard practice, a senior international evaluation expert will act as an independent adviser, providing comments on the draft and final reports, and additional technical support as required. Zenda Ofir has served in an advisory capacity for a range of international organizations and initiatives. She was also Special Advisor on Knowledge Management to the Executive of the World Conservation Union (IUCN) in Switzerland. She is currently Senior Impact Resident at the MasterCard Foundation.

### C. CLE timeline

<i>Activity</i>	<i>Date</i>
Peer review of approach paper	
Workshop with IOE Advisory Panel	14 July 2022
KAP survey	Sept 2022
Review of KM products	Sept – October 2022
Pilot case studies (desk-based)	November - December 2022
Approach paper for Management comments	December 2022
Data collection	Jan – June 2023
Evaluation committee: presentation of approach paper	March 2023
Validation survey	June 2023
Final synthesis and validation	July 2023
Report drafting	August – September 2023
IOE peer review of main report	October 2023
Report shared with Management	November 2023
Comments from Management	December 2023
Report finalized	January 2024
Learning event	March 2024



## CLE evaluation framework

**Overall evaluation question 1:** 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 contexts in which IFAD works (relevance and coherence)

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
<b>1.1 Is there a clearly articulated strategy guiding KM (at corporate and regional level)?</b>  <b>KM STRATEGY</b>	1.1.1 Do IFAD's <u>corporate KM strategy</u> and action plan provide clear orientation on KM?	<ul style="list-style-type: none"> <li>• IFAD's KM strategy aligned with IFAD's mandate</li> <li>• IFAD's KM strategy reflects contemporary good practice on KM</li> <li>• KM strategy objectives and targets are aligned with the allocated budget</li> <li>• Corporate KM strategy makes explicit the types of knowledge involved for rural transformation</li> <li>• The KM strategy clarifies the roles of different levels of IFAD and different units</li> <li>• The KM Action Plan results framework has clear metrics for knowledge uptake, quality, and influence that are actively tracked, and the results used to adjust future actions on KM</li> </ul>	(1) Corporate review of KM strategy and action plan  (4) Corporate level: HQ interviews and Focus Group Discussions (FGDs)
	1.1.2 Do <u>regional KM strategies</u> provide clear orientation on KM?	<ul style="list-style-type: none"> <li>• Regional KM strategies aligned with the corporate KM strategies</li> <li>• Regional KM strategies foresee clear roles and responsibilities on KM</li> <li>• Regional KM strategies clarify links with country-level KM</li> </ul>	(5) Regional division studies

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
		<ul style="list-style-type: none"> <li>Regional KM strategies include priorities, actionable areas and related budgets for KM</li> </ul>	
<b>1.2 Is there visible and effective corporate leadership on KM in IFAD and clear strategic direction for corporate, regional, and country levels?</b>  <b>LEADERSHIP</b>	1.2.2 Does IFAD corporate leadership show strong and visible commitment to KM?	<ul style="list-style-type: none"> <li>The Executive Management Committee acts as IFAD's KM champion. KM regularly discussed at EMC meetings and EMC minutes and decisions reflect the importance of KM</li> <li>Importance of KM reflected in leadership speeches and presentations (for example, to the Executive Board)</li> <li>KM delivery is prioritised against other key demands by management?</li> </ul>	<p>(1) Review of corporate documents and data: speeches, EMC minutes/decisions</p> <p>(4) Corporate level: HQ interviews and FGDs</p>
<b>1.3 Are IFAD's institutional arrangements for KM fit for purpose, functioning and well understood?</b>  <b>KM ARCHITECTURE</b>	1.3.1 Are there appropriate institutional arrangements for relevant and effective KM in place at the corporate level?	<ul style="list-style-type: none"> <li>Communities of practice (CoPs) and networks are in place to connect IFAD staff at country/ regional/corporate levels, and with external partners and strengthen access to technical expertise and knowledge required to deliver the KM plan</li> <li>Approaches and tools that support knowledge flows and joint learning, especially user-oriented technologies and platforms combined with targeted communities of practice support faster access to the collective knowledge of staff, more efficient problem solving, and increased knowledge retention</li> <li>The KM Coordination Group is effective at: <ul style="list-style-type: none"> <li>(i) identifying opportunities to change incentives, behaviours, and IFAD's</li> </ul> </li> </ul>	<p>(1) Review of corporate documents and data: KM strategies, action plans and related strategies</p> <p>(4) Corporate level and partner interviews and surveys: HQ interviews and FGDs</p> <p>(5) Regional division studies</p>

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
		<p>organizational culture to support prioritisation of KM</p> <p>(ii) tracking IFAD's performance in KM across the organisation through the KM Action Plan results framework.</p> <ul style="list-style-type: none"> <li>• KM Coordination Group effectively develops solutions to KM challenges as they arise, identifies gaps, proposes new initiatives, and contributes to the development of KM guidelines and capacity-building activities</li> <li>• The KM Coordination Group works as an effective link to convey country and regional concerns and demands to corporate level partners and access to corporate KM resources for use in country programme delivery</li> </ul>	
	1.3.2 Are the appropriate institutional arrangements for relevant and effective KM in place at the regional level?	<ul style="list-style-type: none"> <li>• KM tools developed at regional division level align with and effectively support delivery of strategic objectives in COSOPs</li> <li>• Formalized processes to connect IFAD country programme staff with each other, staff at regional/corporate level, and with external partners through communities of practice (CoPs) and networks are in place and strengthen access to technical expertise and knowledge required to deliver the KM plan</li> <li>• There is scope to deliver an effective KM strategy in a cost-neutral way at regional division level</li> </ul>	(5) Regional division studies

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
		<ul style="list-style-type: none"> <li>Regional KM Focal Points or KM and Communication Specialists, prioritise supporting KM</li> <li>Mechanisms to support coordination and exchange among KM staff in place</li> <li>The role of the regional division is well understood at regional, country and corporate levels</li> </ul>	
<b>1.4 Are types of IFAD knowledge aligned with its strategic objectives and relevant to stakeholder needs?</b>  <b>RELEVANCE OF KNOWLEDGE</b>	<p>1.4.1 How relevant was the knowledge produced at HQ, regional and country levels to three strategic objectives set out in the IFAD Strategic Framework 2016-2025? To what extent are the substantive types of knowledge<sup>20</sup> aligned with IFAD Strategic Framework?</p> <p>INTERNAL RELEVANCE</p>	<ul style="list-style-type: none"> <li>Different types of knowledge (tacit knowledge, codified knowledge, scientific knowledge, evidence for policy, best practices, indigenous knowledge, local knowledge, and others) are being curated and used.</li> <li>Knowledge products sufficiently address cross-cutting themes of environment and climate, gender, nutrition and youth, and private sector engagement aligns.</li> <li>Knowledge products address evidence gaps in IFAD's knowledge on rural development (for example, using IFAD knowledge gap maps)</li> <li>The corporate decision to prioritise curation of knowledge in the cross-cutting themes of environment and climate, gender, nutrition and youth, and private sector engagement aligns with key knowledge needs of country programmes and partners at country level</li> </ul>	<p>(1) Review of corporate documents and data: KM strategies, action plans and related strategies; Review of KM products</p> <p>(4) Corporate level and partner interviews and surveys: KAP survey</p> <p>(5) Regional division studies</p> <p>(6) Country case studies</p>

<sup>20</sup> tacit knowledge, codified knowledge, scientific knowledge, evidence for policy, best practices, indigenous knowledge, local knowledge, and others

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
		<ul style="list-style-type: none"> <li>Effective system in place to capture lessons learned within country programmes and curate it at corporate level</li> </ul>	
	1.4.2 How relevant was the knowledge produced at HQ, and regional levels to the needs of beneficiaries, partners and clients? Are there differences in the relevance of different KM products?  EXTERNAL RELEVANCE	<ul style="list-style-type: none"> <li>The knowledge products found in corporate knowledge repositories are useful and relevant to IFAD stakeholders.</li> <li>IFAD KM products and practices rely on and integrate the voices of the rural people, and build on local and indigenous knowledge</li> <li>Knowledge generation, and curation, has been closely informed by the knowledge gaps and priorities identified by SKD, in the broader context of rural development.</li> </ul>	(1) Review of corporate documents and data: Review of KM products  (4) Corporate level and partner interviews and surveys: KAP survey  (5) Regional division studies
	1.4.3 Are diverse types of knowledge found in corporate knowledge repositories?  SUPPLY OF DIVERSE TYPES OF KNOWLEDGE	<ul style="list-style-type: none"> <li>Many different types of knowledge (tacit knowledge, codified knowledge, scientific knowledge, evidence for policy, best practices, indigenous knowledge, local knowledge, and others)</li> <li>Partners' knowledge effectively leveraged at global level</li> </ul>	(1) Review of corporate documents and data: Review of corporate KM tools and practices
	1.4.4 What are the factors explaining the presence of different KM practice types?		
<b>1.5 Are IFAD's knowledge products and tools targeted to and accessible for IFAD's key stakeholders?</b>	1.5.1 How effective is the access to IFAD knowledge products and tools by staff posted in different parts of the organisation? ACCESS/TARGETING	<ul style="list-style-type: none"> <li>IFAD Staff store knowledge in accessible ways</li> <li>IFAD knowledge platforms and repositories are easily accessible by IFAD staff</li> <li>Ease of access in line with those of other IFIs and development organisations</li> </ul>	(1) Corporate level KM documents and data review: Review of corporate KM tools and practices; Review of KM products

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
<b>TARGETING KNOWLEDGE AND ACCESSIBILITY</b>		<ul style="list-style-type: none"> <li>IFAD knowledge platforms and repositories store information in an efficient way with limited fragmentation, gaps and overlaps</li> <li>Search tools are easy to use and reliable</li> </ul>	(4) Corporate level and partner interviews and surveys: KAP survey; HQ interviews and FGDs
	1.5.2 To what extent are products targeting external audiences accessing and using the knowledge products and tools?  ACCESS/TARGETING	<ul style="list-style-type: none"> <li>IFAD knowledge platforms and repositories are easily accessible by external users</li> <li>IFAD active in ensuring its knowledge is available on external platforms</li> </ul>	(1) Corporate level KM documents and data review: Review of corporate KM tools and practices; Review of KM products
	1.5.3 Do KM tools make it is easy to find knowledge relevant to demands at country programme level?  EASE OF ACCESS	<ul style="list-style-type: none"> <li>Existing knowledge within IFAD's systems is easy to locate,</li> <li>Existing knowledge within IFAD's systems is maintained and updated through curation to remain valuable</li> </ul>	(1) Corporate level KM documents and data review: Review of corporate KM tools and practices; Review of KM products  (4) Corporate level and partner interviews and surveys: Partner interviews  (5) Regional division studies
<b>1.6 How coherent are IFAD's KM practices, internally and externally?</b>  <b>COHERENCE</b>	1.6.1 How coherent is IFAD's internal approach and understanding of knowledge management? INTERNAL	<ul style="list-style-type: none"> <li>Regional and global grants provide consistent support to IFAD KM strategic objectives and to the integration of the four mainstreaming themes in IFAD's operations</li> <li>There is a shared understanding of KM practices and processes across divisions, at national, regional and central levels</li> </ul>	(3) Thematic deep dives: Grants review  (4) Corporate level and partner interviews and surveys: HQ focus group discussions and interviews

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
		<ul style="list-style-type: none"> <li>IFAD KM approaches and understanding are consistent with approaches and understanding in the areas of SSTC, communications, monitoring, evaluation, digitalization (ICT4D), and country level policy engagement</li> <li>Coherent monitoring and lessons sharing</li> </ul>	(5) Regional division studies (6) Country case studies
	1.6.2 How coherent are IFAD's KM practices with external partners, especially the UN system and the IFIs and the wider KM4Dev community? EXTERNAL	<ul style="list-style-type: none"> <li>IFAD strategy and approaches to KM are consistent with those produced by other UN entities (especially the RBAs), and IFIs</li> <li>IFAD understanding of KM is consistent with other UN entities (especially the RBAs), IFIs and the KM4Dev community</li> <li>At the country level, IFAD engages with the members of the UN country team in KM and related areas, including membership of system wide working groups and sharing knowledge for system wide programming processes.</li> </ul>	(2) Analysis of corporate Performance data and evaluations: Review of relevant KM evaluations; Review of UN organisations and IFIs (4) Corporate level and partner interviews and surveys: HQ focus group discussions and interviews (6) Country studies
<b>1.7 What are IFAD's comparative strengths in KM?</b>  <b>IFAD COMPARATIVE STRENGTH</b>	1.7.1 What advantage does IFAD have as a knowledge provider relevant to the goals of rural transformation, within the landscape of development organizations?	<ul style="list-style-type: none"> <li>A focused, prioritized approach to knowledge development and mobilization at corporate level that aligned with investment opportunities and in areas where IFAD has a comparative advantage over other IFIs and relevant UN agencies that in place and operating effectively.</li> <li>IFAD has been able position itself as a stakeholder at global level as a "knowledge provider and partner" with UN organizations, IFIs and donors through its participation in key networks, such as MDLP and KM4dev</li> </ul>	(1) Corporate Level Documents Review (2) Analysis of corporate performance data and evaluations: IOE Corporate evaluations (CSPE Review; CLE Synthesis) (4) Corporate Level: Partner interviews and FGDs (3) Thematic deep dives: Comparative analysis of

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
		<ul style="list-style-type: none"> <li>IFAD's comparative strengths are recognized by its development partners</li> </ul>	<p>good practices of from other IFIs and UN entities.</p> <p>(6) Country case studies</p>
	1.7.2 Does IFAD make full use of its comparative strengths when designing its strategies and developing its practices and tools at country level?	<ul style="list-style-type: none"> <li>IFAD's comparative strengths on KM clearly articulated in COSOPs and/or KM strategies</li> <li>Evidence of assessment of comparative strength at the country level in developing the COSOP</li> </ul>	(6) Country case studies
	1.7.2 Does IFAD recognize the comparative strengths of external partners and effectively use the most up to date global knowledge?	<ul style="list-style-type: none"> <li>References to recent research from external sources in KM products</li> <li>Use of recent peer-reviewed scientific knowledge in KM products</li> </ul>	(4) Corporate level and partner interviews and surveys: Focus group discussions with UN and IFI KM staff; review of knowledge products
<b>1.8 Other factors and lessons learned</b>	1.8.1 What could IFAD learn from comparable UN organizations and IFIs to improve its KM relevance and coherence in the future?		<p>(3) Thematic deep dives: Comparative analysis and good practices from other IFIs, UN partners.</p> <p>(4) Corporate level and partner interviews and surveys: Focus group discussions with UN and IFI KM staff.</p>
	1.8.2 What other factors can explain the relevance and coherence of IFAD's KM practices?		All evidence blocks



**Overarching Evaluation Question 2: To what extent has IFAD, through its KM practices, effectively contributed to rural transformation in a sustainable manner and what factors can explain its performance? (effectiveness criterion)**

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
<b>2.1 How effective were KM practices in supporting development results? DEVELOPMENT RESULTS</b>	2.1.1 How effective were KM practices in supporting the country-level enabling environment for rural development, including policy development and implementation? Which types of practices have been most effective? (Development Result #1)	<ul style="list-style-type: none"> <li>• Robust and relevant knowledge is available for stakeholder engagement at the country level.</li> <li>• Lessons learned from operations are systematically documented and shared for country level policy engagement (CLPE) and scaling up advocacy.</li> <li>• Knowledge generated through SSTC contributes to CLPE at country level</li> <li>• Lessons learnt from IFAD program to support the scaling up of successful initiatives in country and through SSTC.</li> <li>• Consistently high scaling up ratings at supervision missions and evaluations (ratings 5 and above) - if available</li> <li>• Forums for policy dialogue between the government and its development partners (such as sector working groups) or communities of practice effectively mainstream innovation experiences for scaling up</li> </ul>	(1) Review of corporate documents and data: Review of corporate KM products; SSTC programme review.  (3) Thematic deep dives: Grants analysis  (4) Corporate level and partner interviews and surveys: HQ focus group discussions and interviews  (5) Regional division studies  (6) Country case studies
	2.1.2 To what extent have KM practices contributed to strengthen IFAD-funded interventions? Which types of practices have been most effective? ( <b>Development Result #2</b> )	<ul style="list-style-type: none"> <li>• Processes that bring people together to openly reflect, discuss and share their ideas and lessons learned are regularly used and include an openness to discussing failure.</li> <li>• Effective mechanisms are in place to support the principles of proximity and adaptability, thereby emphasising IFAD staff's ability to learn, respond and adapt on a continuous basis (this may relate for example to IFAD country presence, staff turnover,</li> </ul>	(1) Review of corporate documents and data: SSTC programme review  (2) Analysis of corporate KM performance data and evaluations: QAG publications; climate

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
		<p>dedicated staff and resources to KM at project and office levels; but also to efficiency of Monitoring &amp; Evaluation (M&amp;E) and innovative management approaches such as modules)</p> <ul style="list-style-type: none"> <li>• Tacit knowledge and know-how of staff and consultants is consistently used and maintained</li> <li>• Systematic processes are in place to support cross-learning and innovation from both lending and non-lending activities</li> <li>• Strong evidence that lessons from success and failure are fully embedded in IFAD's operations and informed new strategies and project design</li> <li>• Evidence that KM practices are contributing to IFAD's organisational learning at corporate, regional and country levels <ul style="list-style-type: none"> <li>○ Improved quality of project designs</li> <li>○ Improved quality of supervision</li> <li>○ Improved performance of M&amp;E systems</li> <li>○ Adaptive project management</li> </ul> </li> </ul>	<p>change evaluation; CLE review</p> <p>(3) thematic deep dives: tracking signature solutions</p> <p>(4) Corporate level and partner interviews and surveys: HQ interviews and FGDs</p> <p>(5) Regional division studies</p> <p>(6) Country case studies</p>
	2.1.3 To what extent did KM enable and facilitate the assembling and use of different types of knowledge at country-level? Which types of practices have been most effective? <b>(Development Result #3)</b>	<ul style="list-style-type: none"> <li>• Systematic curation of different types of knowledge enables stakeholder access and sharing experience and lessons beyond individual projects.</li> <li>• Co-creation of knowledge: Local stakeholders and beneficiaries <b>fully engaged</b> in the design, generation and dissemination of knowledge through practice-based learning and participatory action research in lending and non-lending initiatives. They are perceived as primary contributors of knowledge and active partners in dissemination.</li> <li>• Participatory, qualitative methods are used in consultation processes with national and local stakeholders. There is some evidence that priority is increasingly being given to local and indigenous</li> </ul>	<p>(6) Country case studies</p>

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
		<p>knowledge and languages, reflecting 6th generation KM4Dev.</p> <ul style="list-style-type: none"> <li>• 'Multiple knowledges' of all stakeholders are taken into account in efforts to address the 'wicked' or complex problem of rural transformation, characteristic of 5th generation KM4dev.</li> <li>• Multi-stakeholder processes are evident in which KM practices go beyond the scope of the project/programme, or the administrative boundary, and reach out to other stakeholders, also using a community or a landscape dimension, consistent with 5th generation KM.</li> </ul>	
<b>2.2 How effective were KM strategies is supporting the development and implementation of transformative KM practices?</b>  <b>KM STRATEGY</b>	2.2.1 To what extent did IFAD's corporate and regional knowledge management strategies address the conditions for effective generation and use of knowledge in partner countries?	<ul style="list-style-type: none"> <li>• IFAD's KM practices met the demand from key partners, principally within Government, for knowledge.</li> <li>• Systematic curation of project level documentation that allows stakeholders to both easily access and share experience and lessons learned from the project portfolio that can also be used by the IFAD country programme in scaling-up and country level policy engagement</li> <li>• Existing knowledge within IFAD's systems is easy to locate and country programme staff are willing to search for it</li> <li>• Ways to effectively link/coordinate support through global and regional grant outputs with contribution to the country programme strategic objectives is possible</li> <li>• Knowledge that is shared is not context specific and useful in other environments</li> </ul>	(6) Country case studies

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
	2.2.2 To what extent did IFAD's COSOPs and, where available, country knowledge management strategies, address the conditions for effective generation and use of knowledge in partner countries	<ul style="list-style-type: none"> <li>• IFAD's KM practices met the demand from key partners, principally within Government, for knowledge.</li> <li>• Systematic curation of project level documentation that allows stakeholders to both easily access and share experience and lessons learned from the project portfolio that can also be used by the IFAD country programme in scaling-up and country level policy engagement</li> <li>• Existing knowledge within IFAD's systems is easy to locate and country programme staff are willing to search for it</li> <li>• Ways to effectively link/coordinate support through global and regional grant outputs with contribution to the country programme strategic objectives is possible</li> <li>• Knowledge that is shared is not context specific and useful in other environments</li> </ul>	(6) Country case studies
<b>2.3 Is IFAD engaging in effective knowledge partnerships at the country level?</b> <b>PARTNERSHIPS</b>	2.3.1 How effective are country-level partnerships to generate, share, broker and use knowledge?	<ul style="list-style-type: none"> <li>• IFAD's partnership approach embedded in consultative policy processes in the agricultural sector.</li> <li>• Knowledge partnerships established with other development organizations including NGOs</li> <li>• Knowledge partnerships established with international research organisations</li> <li>• Knowledge partnerships established in-country with local partners including government and local NGOs</li> <li>• Communities of practice are active at inter-organisational level and beyond</li> </ul>	(2) Analysis of corporate performance data and evaluations: IFAD client surveys  (6) Country case studies

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
		<ul style="list-style-type: none"> <li>IFAD makes full use of external knowledge to meet it's needs</li> </ul>	
	2.3.2 Is there demand from key partners, principally within Government, for IFAD knowledge? DEMAND FOR KNOWLEDGE	<ul style="list-style-type: none"> <li>Government at different levels expresses demand for knowledge from IFAD</li> <li>Government at all levels using and/or engaging with IFAD KM practices and tools, including through using KM platforms, attending KM events, participating in communities of practice</li> <li>Consultative policy processes exist in the agricultural sector which provides opportunities for IFAD to engage in the process</li> <li>Processes that bring people together to openly reflect, discuss and share their ideas and lessons learned are regularly used and include an openness to discussing failure.</li> <li>Effective operational partnerships for knowledge management</li> <li>Knowledge co-creation, involving multiple knowledges and external stakeholders is used for resolving "wicked" problems</li> </ul>	(6) Country case studies
	2.3.3 Does government have the capacities for effective KM?	<ul style="list-style-type: none"> <li>Adequate capacity for/approaches to policy formulation and implementation exists in relevant institutions of government (in the ministry of agriculture and beyond, as relevant) responsible for policy development and implementation</li> <li>Government's ability to engage in effective dialogue not affected by high staff turnover within the institutions responsible for implementation, irregular fulfilment in providing counterpart funds, and problems with monitoring and assessing the impact of operations</li> </ul>	(6) Country case studies

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
		<ul style="list-style-type: none"> <li>Sufficient know-how on knowledge management and how to use KM tools to support effective curation of project level documentation</li> </ul>	
<b>2.4 Did IFAD share, broker and use the best available knowledge for effective in-country engagement?</b>  <b>SUPPLY OF KNOWLEDGE</b>	2.4.1 Was the knowledge generated, shared, brokered and used developed based on strong evidence?	<ul style="list-style-type: none"> <li>Robust and relevant knowledge is available and provided in a way that is accessible to country programmes in an unfragmented manner.</li> <li>KM tools developed at regional division level align with and effectively support delivery of KM to delivery of strategic objectives in COSOPs</li> <li>KM Coordination Group (KMCG) effectively develops solutions to KM challenges as they arise, identifies gaps, proposes new initiatives, and contributes to the development of KM guidelines and capacity-building activities</li> <li>Monitoring, Evaluation and Learning (MEL) tools set milestones and track changes over a sufficient length of time, allowing to capture long-term, iterative processes beyond project time and physical boundaries</li> </ul>	(1) Corporate level KM documents and data review: review of KM products  (5) Regional division studies  (6) Country Case Studies
	2.4.2 Was the knowledge generated, shared and brokered relevant to the needs of users, in IFAD and externally including in other countries (SSTC)	<ul style="list-style-type: none"> <li>Evidence of use of IFAD knowledge platforms and products by external actors</li> <li>Evidence of direct learning of external actors of IFAD project interventions</li> </ul>	(6) Country Case Studies
<b>2.5 How sustainable have been the IFAD KM practices, tools and results?</b>  <b>SUSTAINABILITY</b>	2.5.1 Did IFAD undertake efforts to ensure the sustainability of the KM practices and tools it developed?	<ul style="list-style-type: none"> <li>Projects explicitly consider sustainability of KM practices in design, for example in an exist strategy.</li> <li>Finance and staffing in place to ensure continuity</li> <li>KM partnerships such as platforms, forum and Communities of practice (CoPs) are sustainable after external economic support ends</li> </ul>	(6) Country Case Studies

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
	2.5. Has IFAD considered and undertaken actions to ensure the sustainability of KM results?	<ul style="list-style-type: none"> <li>Projects explicitly consider the sustainability of results</li> <li>Integration of KM practices and products into national structures</li> </ul>	(6) Country Case Studies
<b>2.6 Other factors and lessons learned</b>	2.17 What other factors can explain the effectiveness of IFAD's KM practices?		<p>(3) Thematic deep dives: Comparative analysis and good practices from other IFIs, UN partners.</p> <p>(4) Corporate level and partner interviews and surveys: Focus group discussions with UN and IFI KM staff.</p>
	2.16 What can IFAD learn from its partners to improve KM effectiveness at country level?		All evidence blocks

**Overarching Evaluation Question 3: How efficient has been the use of the available (financial and human) resources to deliver the intended knowledge practices and outcomes? (efficiency criteria)**

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
<b>3.1 Are human resources for KM efficiently and appropriately deployed and is sufficient staff capacity in place?</b>  <b>HUMAN RESOURCES AND CAPACITY</b>	3.1.1 Are human resources for KM efficiently and appropriately deployed at the <u>corporate level</u> and is sufficient staff capacity in place?	<ul style="list-style-type: none"> <li>• Sufficient and qualified staff in relevant corporate units</li> <li>• Effective approach in place to retain tacit knowledge with low turnover of staff</li> <li>• Adequate seniority of staff with KM responsibility</li> <li>• Incentives for corporate staff to engage in KM practices</li> <li>• KM training opportunities for staff and other possibilities for KM capacity development</li> </ul>	(1) Review of Corporate Documents and data: Human Resources Data  (4) Corporate level: HQ interviews and FGDs; KAP Survey
	3.1.2 Are human resources for KM efficiently and appropriately deployed at the <u>regional level</u> and is sufficient staff capacity in place?	<ul style="list-style-type: none"> <li>• Sufficient and qualified staff in RDs.</li> <li>• Effective approach in place to retain tacit knowledge with low turnover of key regional division staff</li> <li>• Regional team resources available to fill gaps in skills of the country team</li> <li>• Access to a specific budget allocation for knowledge management activities</li> <li>• KM focal points with clear job descriptions in RDs</li> <li>• A good balance is achieved between using IFAD staff and consultants for KM activities (to promote sustainability)</li> <li>• Adequate seniority of staff with KM responsibility</li> <li>• Incentives for RD staff to engage in KM practices and prioritize KM against other demands</li> </ul>	(5) Regional Division Studies



<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
	3.1.3 Are human resources for KM efficiently and appropriately deployed at the <u>country level</u> and is sufficient staff capacity in place?	<ul style="list-style-type: none"> <li>• Sufficient country presence and qualified staff in IFAD-Country Office (ICOs).</li> <li>• Country programme staff can clearly identify knowledge needs that can be filled by IFAD and that will make significant contributions to delivery of COSOP strategic objectives</li> <li>• Effective approach in place to retain tacit knowledge with low turnover of country directors and other key country programme staff</li> <li>• A good balance is achieved between using IFAD staff and consultants for KM activities (to promote knowledge retention and sustainability)</li> <li>• Access to a specific budget allocation for knowledge management activities by country offices</li> <li>• KM focal points with clear job descriptions in ICOs</li> <li>• Sufficient know-how on knowledge management and how to use KM tools to support effective curation of project level documentation</li> <li>• KM expertise present on IFAD supervision missions</li> <li>• Adequate seniority of staff with KM responsibility</li> <li>• Incentives for ICO and project staff to engage in KM practices</li> </ul>	(6) Country case studies
<b>3.2 Are financial resources adequate and appropriate for supporting effective and</b>	3.2.1 To what extent were grants used to support KM at the regional and country levels? What funding patterns emerge?	<ul style="list-style-type: none"> <li>• The use of country grants in delivery of KM plan fully considered at the regional corporate levels and well channelled to the country level</li> <li>• Global and regional grants offer an effective alternative pathway, than through the country programme, for</li> </ul>	(3) Thematic deep dives: Grants review  (5) Regional division studies

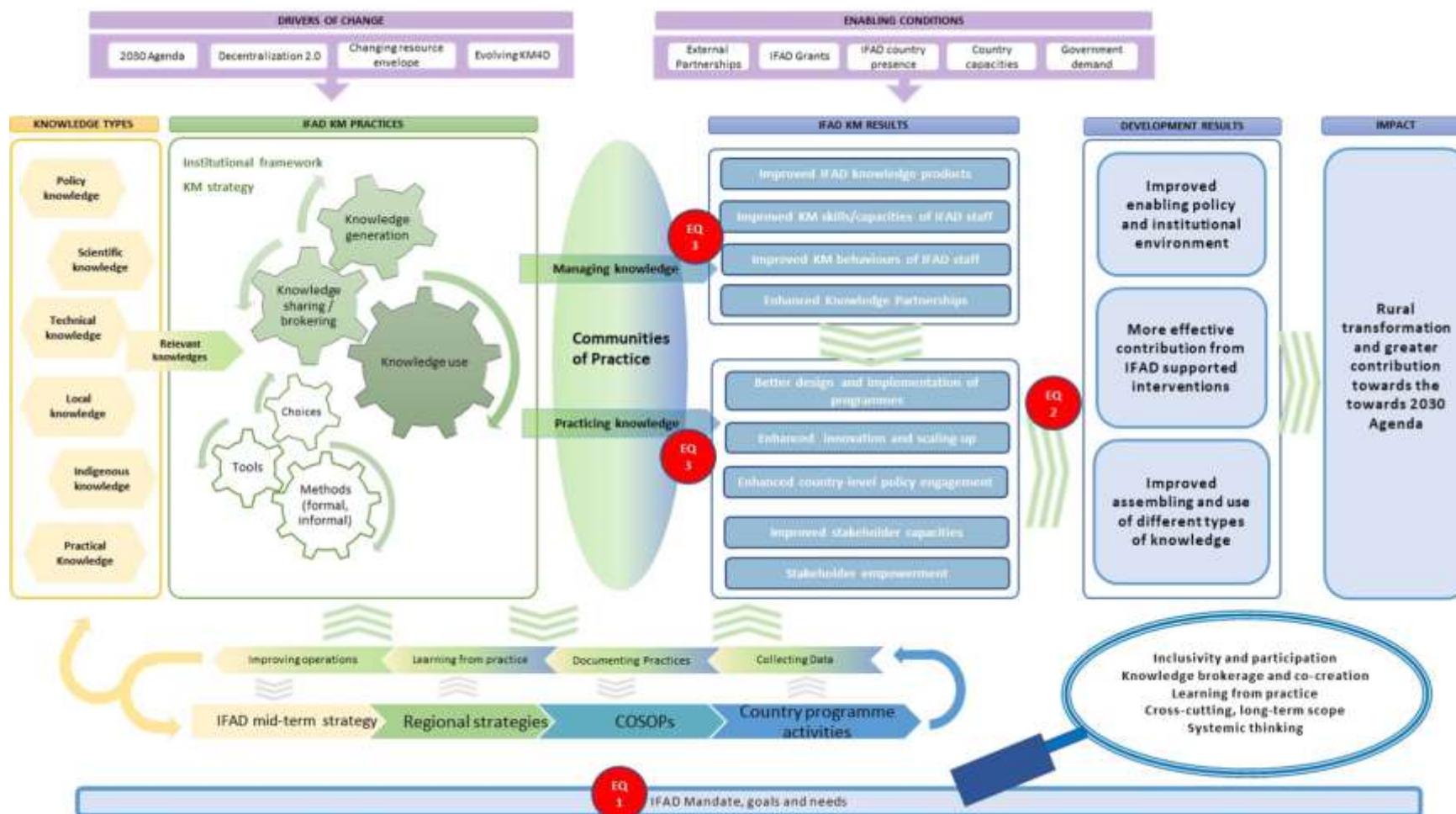
<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
<b>sustainable KM practices</b>		using knowledge to contribute to IFAD's strategic goals in the Mid-term Strategic Framework	
<b>FUNDING</b>	3.2.2 Are grant resources allocated for KM sufficient and appropriately targeted?	<ul style="list-style-type: none"> <li>Country programmes that make good use of grants to support generation and use of knowledge in line with country programme objectives</li> <li>Global and regional grants effectively leveraged to support KM contribution to COSOP strategic objectives</li> </ul>	(6) Country case studies
	3.2.3 Did IFAD mobilize other resources to support its KM practices?	<ul style="list-style-type: none"> <li>Access to a specific budget allocation for knowledge management activities by country offices</li> <li>Reimbursable technical assistance is available to fill key knowledge gaps</li> </ul>	(5) Regional division studies (6) Country case studies
<b>3.3 How cost effective are the KM architecture, practices and tools?</b>  <b>COST EFFECTIVENESS</b>	3.3.1 Are IFAD knowledge products and tools cost effective <sup>21</sup> ?	<ul style="list-style-type: none"> <li>Costs for knowledge products and tools are in line with those of other IFIs and development organisations</li> <li>Number of downloads (disaggregated by country) and costs</li> <li>Number of printed copies disseminated (disaggregated by country) and costs</li> <li>Number of citations by type of document</li> </ul>	(1) Review of Corporate Documents and data: review of KM tools and practices; review of KM products (4) Corporate level and partner interviews and surveys: HQ interviews and FGD; KAP survey
	3.3.2 Is the KM institutional architecture cost effective?	<ul style="list-style-type: none"> <li>The relationship between the costs and the benefits show that the investment is worthwhile</li> </ul>	(1) Review of Corporate Documents and data: review of KM tools and

<sup>21</sup> a consideration of proportionality in terms of the expected benefits deriving from a product or tool relative to the cost

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
			practices; review of KM products  (4) Corporate level and partner interviews and surveys: HQ interviews and FGD; KAP survey.
	3.3.3 Did IFAD make full use of partnerships in the generation, sharing, brokering dissemination and use of knowledge to improve cost effectiveness?	<ul style="list-style-type: none"> <li>Evidence of greater cost effectiveness from partnerships</li> </ul>	(1) Review of Corporate Documents and data: review of KM tools and practices; review of KM products
	3.3.4 Do IFAD staff conduct KM activities with a clear idea of what they will be used for and their added value?	<ul style="list-style-type: none"> <li>IFAD staff are clear about the purpose of their KM activities</li> <li>KM activities make clear the expected results and added value</li> </ul>	(1) Review of Corporate Documents and data: review of KM tools and practices; review of KM products  (6) Country Case studies
	3.3.5 Did IFAD put in place mechanisms to effectively measure the costs and benefits of KM practices and products?’	<ul style="list-style-type: none"> <li>Clear reporting of costs of KM practices and tools</li> <li>Efforts to assess benefits of KM practices and tools in place</li> </ul>	(1) Review of Corporate Documents and data: review of KM tools and practices; review of KM products
	3.4.1 What other factors can explain the efficiency of IFAD’s KM practices?		(3) Thematic deep dives: Comparative analysis and good

<i>Sub-question</i>	<i>Specific questions</i>	<i>Indicators</i>	<i>Data sources</i>
<b>3.4 Other factors and lessons learned</b>			practices from other IFIs, UN partners.  (4) Corporate level and partner interviews and surveys: Focus group discussions with UN and IFI KM staff.
	3.4.2 What can IFAD learn from its partners to improve KM efficiency at country level		All evidence blocks

## Theory of change



## Assumptions underpinning the ToC

### Corporate level

Assumptions	Probe
There is visible and effective leadership of the KM agenda which means that relevant prioritised by staff within IFAD	1. Executive Management Committee acts as IFAD's KM champion.
	2. The KM Coordinating Group is effective at: (i) identifying opportunities to change incentives, behaviours, and IFAD's organizational culture to support prioritisation of KM; and (ii) tracking IFAD's performance in KM across the organisation through the KM Action Plan results framework
	3. The KM Action Plan results framework has clear metrics for knowledge uptake, quality, and influence that are actively tracked and the results used to adjust future actions on KM
	4. Leadership focus on enhancing organizational effectiveness through effective KM and helping business units at corporate and regional level to deliver greater collaboration across relevant groups within IFAD and focus on KM within the country programmes
Relevant KM Tools mean that it is easy to find knowledge relevant to demands at country programme level	5. Partners' knowledge effectively leveraged at global level
	6. Existing knowledge within IFAD's systems is easy to locate, and is maintained and updated through curation and adaptive learning to remain valuable
	7. Formalized processes to connect IFAD country programme staff with each other, staff at regional/corporate level, and with external partners through communities of practice (CoPs) and networks are in place and strengthen access to technical expertise and knowledge required to deliver the KM plan
	8. Approaches and tools that support knowledge flows and joint learning, especially user-oriented technologies and platforms combined with targeted communities of practice support faster access to the collective knowledge of staff, more efficient problem solving, and increased knowledge retention
	9. Effective system in place to capture lessons learned within country programmes and curate it at corporate level
The diverse types of knowledge are found in corporate knowledge repositories	10. A clearly described approach to how achieved a focused, prioritized approach to knowledge development and mobilization at corporate level that aligned with investment opportunities and in areas where IFAD has a comparative advantage over other IFIs and relevant UN agencies that in place and operating effectively.
	11. Many different types of knowledge (tacit knowledge, codified knowledge, scientific knowledge, evidence for policy, best practices, indigenous knowledge, local knowledge, and others) contribute to the IFAD Strategic Framework. Knowledge generation, and curation, has been closely informed by the knowledge gaps and priorities identified in operations under the leadership of PMD, as well as by identification, led by SKD, of evidence gaps in the broader context of rural development.
	12. The corporate decision to prioritise curation of knowledge in the cross-cutting themes of environment and climate, gender, nutrition and youth, and private sector engagement aligns with key knowledge needs of country programmes and partners at country level
	13. KM Coordination Group (KMCG) effectively develops solutions to KM challenges as they arise, identifies gaps, proposes new initiatives, and contributes to the development of KM guidelines and capacity-building activities
	14. IFAD has been able position itself as a stakeholder at global level as a "knowledge provider and partner" with UN organizations, IFIs and donors through its participation in key networks, such as MDLP and KM4dev
	15. What resources have been allocated to KM at corporate level.

<b>Assumptions</b>	<b>Probe</b>
Resources are appropriate to deliver an effective KM tools in a cost-effective way at corporate level	16. Visible and effective leadership of the KM agenda which means that its delivery is prioritised against other key demands by staff at corporate level
	17. Assumptions on availability of resources needed to implement the KM Action Plan have been upheld.

## Regional level

<b>Assumptions</b>
The KM Coordinating Group works as an effective link to convey country and regional concerns and demands to corporate level partners and access to corporate KM resources for use in country programme delivery
KM tools developed at regional division level align with and effectively support delivery of KM to delivery of strategic objectives in COSOPs
Formalized processes to connect IFAD country programme staff with each other, staff at regional/corporate level, and with external partners through communities of practice (CoPs) and networks are in place and strengthen access to technical expertise and knowledge required to deliver the KM plan
There is scope to deliver an effective KM strategy in a cost-neutral way at regional division level
KM Focal Points prioritise supporting KM

## Country programme (Conditions for effectiveness)

<b>Assumptions</b>	<b>Probe</b>
The COSOP is an effective tool in delivering clear strategic orientation on knowledge management in a country programme	1. Rural transformation implies considerable use of knowledge and it is important to make explicit what knowledges are involved.
	2. Country programme staff can clearly identify knowledge needs that can be filled by IFAD that will make significant contributions to delivery of the strategic objectives identified in COSOPs.
	3. IFAD KM objectives and processes in the COSOP respond to the needs of national actors, bringing the voices of the rural people, building on local KM practices, and providing training and resources (where necessary).
	4. An operational KM plan within the programme with full ownership and implementation of the plan by all stakeholders is required.
Robust and relevant knowledge is available from country programme	5. Project level M&E systems are designed to support development of knowledge products through development of relevant lessons that applicable at both project level and for country level policy engagement and scaling up advocacy.
	6. Systematic curation of project level documentation that allows stakeholders to both easily access and share experience and lessons learned from the project portfolio that can also be used by the IFAD country programme in scaling-up and country level policy engagement.
	7. Existing knowledge within IFAD's systems is easy to locate and country programme staff are willing to search for it.
	8. Much of the IFAD support for knowledge and learning work at country level comes from grants. Ways to effectively link/coordinate support through global and regional grant outputs with contribution to the country programme strategic objectives is possible.
Availability of sufficient dedicated staff in ICO are competent in use of KM within the country programme	9. No ICO/ICO with non-resident country director/ICO with resident country director.

<b>Assumptions</b>	<b>Probe</b>
	10. Effective approach in place to maintain tacit knowledge with turnover of country directors and other key country programme staff.
	11. Regional team resources available to fill gaps in skills of the country team.
Resources, outside of grants, for KM are available	12. Access to a specific budget allocation for knowledge management activities by country offices.
	13. It is feasible to use reimbursable technical assistance to fill key knowledge gaps.
	14. Tacit knowledge and know-how of staff and consultants is consistently used and maintained.
Grants effectively leveraged to support KM contribution to COSOP strategic objectives	15. The use of country grants in delivery of KM plan fully considered upstream and well channeled downstream.
	16. Global and regional grants effectively leveraged to support KM contribution to COSOP strategic objectives.
	17. Global and regional grants offer an effective alternative pathway, than through the country programme, for using knowledge to contribute to IFAD's strategic goals in the Mid-term Strategic Framework.
There is sufficient capacity to implement a credible approach to KM within country programmes	18. Sufficient know-how on knowledge management and how to use KM tools to support effective curation of project level documentation.
	19. Formalized processes to connect IFAD country programme staff with each other, staff at regional/corporate level, and with external partners through communities of practice (CoPs) and networks are in place and strengthen access to technical expertise and knowledge required to deliver the KM plan.
Country programmes' partnership approaches to use of knowledge are effective	20. Sufficient know-how on knowledge management and how to use KM tools to support effective curation of project level documentation.
	21. Formalized processes to connect IFAD country programme staff with each other, staff at regional/corporate level, and with external partners through communities of practice (CoPs) and networks are in place and strengthen access to technical expertise and knowledge required to deliver the KM plan.
	22. Processes that bring people together to openly reflect, discuss and share their ideas and lessons learned are regularly used and include an openness to discussing failure.
	23. Effective operational partnerships for knowledge management.
	24. Knowledge co-creation, involving multiple knowledges and external stakeholders is needed for resolving complex problems, such as rural transformation.
There is demand from key partners, principally within Government, for knowledge provided through IFAD's partnership approach	25. The extent to which responsibilities for policymaking and implementation are decentralized (to state/provincial/district levels) and there is an effective and relevant link between policymaking at the different levels.
	26. Adequate capacity for/approaches to policy formulation and implementation exists in relevant institutions of government (in the ministry of agriculture and beyond, as relevant) responsible for policy development and implementation.
	27. There is a history and culture of consultative policy processes in the agricultural sector which provides



<b><i>Assumptions</i></b>	<b><i>Probe</i></b>
	opportunities for IFAD's partnership approach to use of knowledge and Government buy-in into IFAD objectives.
	28. High staff turnover within the institutions responsible for implementation, irregular fulfilment in providing counterpart funds, and problems with monitoring and assessing the impact of operations have affected the government's ability to engage in effective dialogue.
	29. Forums for policy dialogue between the government and its development partners (such as sector working groups) or communities of practice that mainstream innovation experiences for scaling up by others, or farmer field schools and participatory planning at the district level are active and within which opportunities to discuss lessons learned are found.

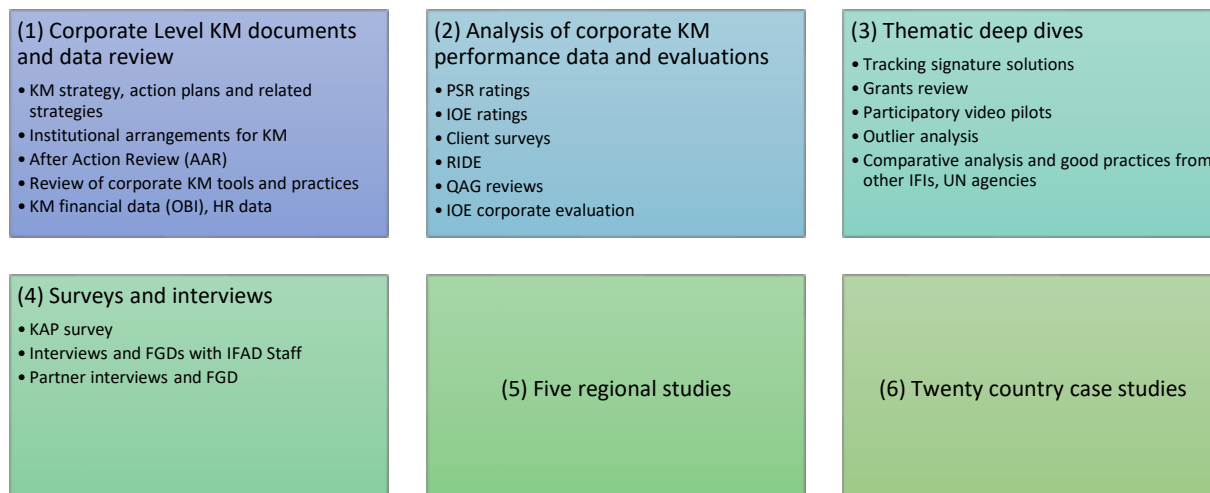
## KM practices identified through pilot case studies

### Corporate KM practices in the framework of generational approaches

<b>Generation Title</b>		<b>Identifying concepts</b>	<b>Diagnostic practices</b>	<b>KM practices identified through pilot case studies</b>
<b>6th</b>	Decolonization of knowledge	Coloniality and decoloniality, Epistemic justice	New relationships with partner organizations and their knowledge	Experience capitalization Community-based knowledge peer networks
<b>5th</b>	Development knowledge ecology	Multiple knowledges Global public good and knowledge commons Emergence and complexity	Valuing knowledge from multiple stakeholders Taking an ecosystem-wide perspective	Learning routes Collaboration with Universities for training and staff exchange- Involvement of multiple stakeholders in policy processes (government, business etc) Inclusive events and conferences organized
<b>4th</b>	Practice-based; People-centric	Knowledge processes embedded in organizational processes	Practice-based knowledge reflects cumulative knowledge and learning acquired by practitioners	Project social media account and use Regular meetings to support knowledge sharing among practitioners from different projects Use of digital tools such as tablet and mobile apps to deliver information on rural finance
<b>3rd</b>	Knowledge sharing-based	Knowledge sharing between organizations	Taking part in peer assists, developing case studies, developing best practices, membership of CoPs	Establishment of CoPs, including those with members from other organizations Best practices and lessons learned are documented and shared KM strategies for projects with a focus on knowledge sharing Documentaries and video programmes based on success stories, broadcasted in different TV stations
<b>2nd</b>	Organization-based	Knowledge as an asset within organizations	Methods developed to assess the value of knowledge to the organization	Storing and collating information in National Management Information System (NMIS)
<b>1st</b>	ICT-based	Knowledge as a commodity	Uploading onto databases, consulting databases, creating portals	Intranet Websites providing access to information about the organization Databases of projects for internal use

Source: Evaluation team

## Elaboration on the methodological building blocks



### Corporate-Level KM documents and data review (1)

The review of IFAD's KM strategy and its implementation will draw its evidence from corporate-level documents and data.

**Desk Review of corporate policies, strategies and guidance that have been guiding KM over the period.** This will include an analysis of the 2014-2018 and the 2019-2025 KM strategies as well as their associated Action Plans. It will also look at strategies adjacent to KM such as the SSTC strategy and the Guidebook on Country-level Policy Engagement as well as corporate guidance on COSOP creation, Grants, and financial frameworks.

The review of **institutional arrangements** for KM includes an assessment of the relevance and effectiveness of the "KM Architecture" outlined in IFAD's KM Strategy as well as the evolution of the architecture since 2016. The CLE will review the functioning of the formal arrangements for KM (see Appendix VI on key players) and how their interaction in the generation, sharing and use of knowledge contributes to development results.

SKD completed the **Mid-term review of IFAD's 2019-2025 Knowledge Management Strategy** in September 2022. The MTR is an important source of information for the CLE as it was based on a) quantitative data from the KM Strategy Results Measurement Framework (RMF) indicators; b) multiple interviews and focus groups with a broad range of stakeholders at corporate, regional, and country levels; and c) triangulation of insights from ARRI, RIDE, PRISMA and IOE's independent evaluations.

As a standard IOE tool, the CLE will include a self-evaluation session with the Strategy and Knowledge Department (SKD). It is therefore proposed that the CLE may add value to the MTR, by reviewing the implementation of the strategy, using an **After-Action Review (AAR)** methodology. AAR is a tool used to capture reflection and learning, prompted by discussion of what was intended to happen, what actually happened, why it happened, and what can be learned.

**Review of corporate KM tools and practices.** The purpose of this review would be to identify and locate corporate KM tools and practices within the framework of generational approaches presented earlier. The review will look at the available knowledge platforms and products to examine how knowledge is generated, shared and used through the existing tools and practices.

IFAD staff and consultants (as well as partner organizations and others) access knowledge products through many different **platforms**, many of which overlap in terms of content. The IFAD KM Resource Centre provides a resource for IFAD staff and consultants, project staff and partners who want to learn more about KM.

For the review of **knowledge products**, the evaluation will draw evidence on from the MTR, which included a review of KM series and PMI KM products.<sup>22</sup> The CLE team will identify a sample of knowledge products for review with greater focus on knowledge generation, sharing and use. It will use a standardized evaluation matrix to assess the generation, substance, intended audience and (to the extent possible) use, as well as map their dissemination across IFAD data systems and outside IFAD. In a second step the team will undertake interviews with authors and other identified stakeholders, such as potential users at country-level.

The assessment will thus focus on the value of IFAD's knowledge products in terms of their ability as a resource for learning and to support country programmes in delivering their results. The analysis will benefit from a recent SKD study, which has reviewed how knowledge is exchanged within IFAD using an Organizational Network Analysis (ONA).

There are a number of (formalised) **Communities of Practice** (CoPs) which are managed through IFAD's D-Groups platform<sup>23</sup> or highlighted by the Resource Centre. This includes, amongst others, the IFAD Development Practices Community, the IFAD Innovation Network (856 Members), the Gender Network (57 Members), the CoP for geospatial application (193 members), the IFADASIA (11,600 members) and FIDAfrique (16,300 members).

The CLE team will analyse available grants and project cost data (from OBI database), to quantify **financial resources for KM** at corporate, regional and country levels. This includes: costs associated with development of tools and systems directly supporting KM; budgets allocated for the curation and delivery of knowledge products; and staff time. From OBI databases allocation of costs to KM component in Loans and grants can be identified; KM related activities funded from other components would be difficult to track through the system.

A review of **HR data on** KM related roles from the PeopleSoft platform - and with assistance from HRD and SKD - would enable the team to identify the dedicated KM specialists and Focal Points at corporate and regional level and how staffing patterns have changed over the period covered by the evaluation. It will also illuminate the personnel resources from SKD assigned to project countries. The CLE will use the country Case Studies to identify those with KM mandates and quantify their knowledge-related activities through a review of project budget, implementation plans, and staff ToRs, likely available through the review of project documentation.

## **Analysis of Corporate KM performance data and evaluations (2)**

**Review of existing survey data**, such as the Global Staff Survey and the biannual Stakeholder/Client survey, representing the views of partners and governments will also provide a baseline on the engagement with IFAD's knowledge management practices both at organizational and project/country level. The stakeholder survey specifically evaluates the perception of partners in other multilateral or bilateral organizations, civil society, governments, and private sector to assess the favourability of different aspects of IFAD's operations and provide reflection on improving. At the same time, the Global Staff Survey provides insight into how IFAD staff members working life and organizational culture may affect knowledge management practices. These two bodies of data provide perspectives from different groups as to how IFAD leverages knowledge in

<sup>22</sup> IFAD classifies its explicit knowledge products in the following categories: [Advantage Series](#), [Impact Assessment](#), [Research Series](#); Results from the Field, and [Toolkits](#))

<sup>23</sup> <https://ifad.dgroups.io/g/IFAD>

relation to partnerships and SSTC along with how it is integrated into project implementation.

**Project Supervision Ratings (PSR)** (from the ORMS) include ratings for KM at project level. The CLE team would analyse the ratings on the project performance of KM from 2016 to 2022 based on IFAD's Supervision and Implementation Support (SIS) Reports. Relevant analyses include the trend analysis of KM performance overtime, comparison of KM performance by regions and countries, and correlation and outlier analysis.<sup>24</sup>

**Report on IFAD's Development Effectiveness (RIDE)** is a yearly internal evaluation and assessment produced by PMD and OPR. The most recent three years (2019-2021) the RIDE reported on the implementation of the IFAD KM Strategy.

The **Quality Assurance Group (QAG)** has produced reviews and learning papers in relation to KM, highlighting the role of knowledge in project design and the continued challenges in embedding and mainstreaming knowledge management consistently across IFAD's portfolio. A QAG discussion paper in 2021<sup>25</sup> reviewed how project proposals integrated learning and knowledge generation within the project architecture. The "QAG Views" on KM and on Embedding SSTC in project design highlighted Knowledge management's connection with CLPE and South-South and Triangular Collaboration and reviewed their integration in the design of country level projects. A paper on IFAD regular grants<sup>26</sup> showed that grants were one of the primary vehicles for country and regional-level KM activities and for sharing and piloting scale-able innovations for rural transformation.

**IOE evaluations.** Country Strategy and Program Evaluations (CSPEs), produced by IOE evaluating country programs on relevance, sustainability, innovation etc., as well as Knowledge Management. IOE performance ratings for KM would enable the team to see trends and patterns over the evaluation period (see Chapter II. D.). In addition, IOE has produced corporate-level evaluations and synthesis which are related to KM, such as the CLEs on grants, innovation, value chains and decentralisation, the ESRs on SSTC, policy performance, government performance and others.

### Thematic Deep Dives (3)

The thematic "deep dives" will take a horizontal approach to reviewing selected practices, cutting across the organisational and geographic divides. This will enable the evaluation team to obtain a broader understanding of KM in practices and complement the (vertical) sampling for case studies.

**Review of Grants:** Due to the challenge of financing KM through investment activities, Small-scale grant making at IFAD has been identified as a primary mode by which funds are allocated toward non-lending activities and a main tool for supporting KM. During the period covered by the evaluation, explicit reference has been made to the use of grants to enhance policy engagement and to generate and disseminate knowledge for development impact. A QAG paper highlights the important role of grants to fund activities that are important but difficult to include in loan-funded investments, such as capacity building, global advocacy, knowledge work and partnership-building.<sup>27</sup>

The CLE will undertake an assessment of grant funding specifically earmarked for knowledge management activities as identified through the grants database. This will allow the team to evaluate the efficiency and effectiveness of resource allocation in supporting KM practices and whether grants have provided an added value in the countries where they are utilized. In addition to single grants, the evaluation will assess

<sup>24</sup> These are self-rating and subjective. There is also a question on whether the ratings were based on the adequate understanding of KM.

<sup>25</sup> A discussion paper on the quality at entry of project designs in 2020: country-level policy engagement and knowledge management

<sup>26</sup> IFAD Regular Grants: A synthesis of results, lessons and future directions

<sup>27</sup> QAG: A discussion paper on The quality at entry of Project designs in 2020: country-Level Policy engagement and knowledge management

the role of funding facilities such as the China-IFAD SSTC Facility and the Indigenous Peoples Assistance Facility (IPAF) in generating, using, and sharing knowledge across IFAD's program countries. This approach will be strengthened by the use of grants as an evaluative component in the CLE's country case studies, which will help to more clearly articulate and identify grant availability and use.

**Tracking Knowledge through IFAD's Signature solutions:** The CLE mapped IFAD's signature solutions in order to track how specific knowledges are shared both within and outside the organization. This methodology helps to understand to what extent knowledge is shared across organisational divides. The term "signature solutions", developed by the CLE team, indicates specific programmatic initiatives, championed by IFAD, that aim to improve the lives of rural people, such as GALS, leasehold forestry and others.

The CLE is using **Remote Participatory Video Evaluations (Remote PVE)** to explore indigenous and local knowledge in the context of IFAD's. Remote PVE is a hybrid approach in which the evaluator obtains new footage (either from semi-structured video-interviews or self-filmed recordings) and merges it with old footage and photos from participants to help the evaluation expand its scope to include people it may not otherwise be able to engage with due to resource constraints. The piloting of this cost-effective approach is currently underway in two countries, Brazil and Peru.<sup>28</sup> In-depth interviews remotely with farmers and members of different ethnic groups explore how they generate, capture, and share knowledge and how this has been shared and/or expanded with IFAD.

**Outlier Analysis:** Performance outliers, identified through the ARRI database, provide further insights on good or poor KM practices. Analysis of CSPEs conducted between 2016 and 2021, will allow the evaluation to more broadly explore the qualities and types of practices at country level which contribute to either good or poor KM performance and supplement the more in-depth analysis provided by the Country Case Studies.

**Analysis of relevant experience in comparable organizations framed within which KM generation is being practiced.** A number of international organisations with business models similar to that of IFAD have completed evaluations of KM in the past three years, including: The European Bank for Reconstruction and Development (EBRD);<sup>29</sup> World Bank;<sup>30</sup> Asian Development Bank;<sup>31</sup> and the Global Environment Facility.<sup>32</sup> There has also been a cross-cutting, independent evaluation of KM in the UN system<sup>33</sup>. The focus of these evaluations is on corporate KM systems and they do not generally reach down to the country level. In addition, they do not focus on KM practices. Despite these differences in focus, the evaluative evidence available will allow the CLE to identify lessons that could inform IFAD's KM strategy.

## Surveys and Interviews (4)

An **electronic survey** has been launched through Survey Monkey at an initial stage of this CLE, using the **Knowledge, Attitude and Practice (KAP)** survey format. KAP surveys focus on knowledge, attitudes and practices which means they are well-suited to

<sup>28</sup> In Brazil, the selected IFAD-funded project is the Semi-Arid Sustainable Development Project in the state of Piauí (PVSA), which focuses on the reduction of extreme poverty, emphasizing the elevation of income, productivity, employment opportunities and the strengthening of rural institutions. In Peru, the selected IFAD-funded project is the Public Services Improvement for Sustainable Territorial Development in the Apurímac, Ene, and Mantaro River Basins (PDTs).

<sup>29</sup> Evaluation Department (2021) Learning and knowledge management at the EBRD. European Bank for Reconstruction and Development, London.

<sup>30</sup> Independent Evaluation Group (2019) Knowledge Flow and Collaboration Under the World Bank's New Operating Model. World Bank, Washington DC

<sup>31</sup> Independent Evaluation (2020) Knowledge solutions for development: an evaluation of ADB's Readiness for Strategy 2030. Asian Development Bank, Manila.

<sup>32</sup> Independent Evaluation Office (2020) Evaluation of Knowledge Management in the GEF. Global Environmental Facility

<sup>33</sup> Joint Inspection Unit (2016) Knowledge management in the United Nations system. Geneva: UN

analysis of KM practices (Jackson, 2019). The survey was sent to IFAD staff in Headquarters and 83 responses were received. Following the conclusion of the KAP survey, the CLE team is holding focus group meetings and individual follow-up interviews with respondents who elected to be contribute to the CLE.

Key informant interviews and focus group discussions will be held with IFAD staff at the headquarters level as well as with relevant external partners.

## Five Regional Division studies (5)

The regional divisions have adopted different approaches to KM and its practice<sup>34</sup>, and also how they deliver on their key role in support of KM at the level of country programmes. The CLE team will therefore conduct five regional studies to evaluate the differing regional KM strategies, whether formalised in a document and action plan or informal, and how effectively they have been guiding practice within the regional division and in support of the country programmes. In addition, whether and how lessons from regional practice have been adopted at corporate level or spread between regions will be explored, as will the effectiveness of the KM Coordination Group as a link between corporate and regional level.

The CLE will look at all of the five IFAD regional divisions and analyse how knowledge flows at the regional and sub-regional levels, including via Regional Offices (ROs), Multi Country Offices (MCOs) and SSTC & Knowledge Centres (SSTC&KC). At each level, the analysis will aim at mapping and evaluating: (i) human resources dedicated to KM, their specific roles and responsibilities; (ii) financial resources allocated to regional or multi-country KM initiatives; (iii) available systems for knowledge exchange, such as regional newsletters, knowledge packs, non-lending trackers; (iv) KM and policy relevant products produced; (v) knowledge platforms in place, including CoPs and other formal/informal platforms; (vi) physical events hosted or co-hosted by the respective offices, including conferences, training, study tours. Wherever formal strategies and action plans are in place (as is the case in LAC and APR, existing practices will also be evaluated against the objectives set therein.

Ultimately, the focus of the analysis will be to understand how regional practices support the flow of information between projects and HQ, fuelling a feedback loop between the country and global levels. The regional studies will also aim at complementing the grant review by providing deep dives in selected grants (tentatively two per region), with the aim of shedding light on their role in promoting and sustaining KM and policy engagement efforts at the regional level. Existing partnerships with a focus on KM will also be mapped and evaluated, alongside IFAD's engagement with external regional structures such as UN Knowledge Hubs and Issue-Based Coalitions on relevant themes.

As for the other evidence blocks, the evidence collected through the regional studies will be eventually fed into the overall evaluation framework of the CLE and contribute to answer the evaluation questions and sub-questions contained therein.

## Twenty Country Case Studies (6)

**Purpose and focus of country case studies.** The case studies will be used to answer the evaluation questions, partly through testing the hypotheses in a range of countries, identify which contribute to good KM by the country programme, and document cases of good practice. The evidence will be used to answer the sub-questions in the evaluation framework (Appendix I). Case study findings will fill important evidence gaps in terms of the contribution of the formal IFAD KM architecture at corporate and regional division level to delivery of effective KM within the country programmes. Evidence gaps include the availability of resources (e.g. grants, personnel), and how they are used for KM, as well as the contextual conditions, systems and partnerships that are driving (or inhibiting) effective KM. The CLE will derive its evidence from in-person and virtual interviews with IFAD country teams and partner organisations and a review of relevant

<sup>34</sup> For example, some regions have developed regional KM strategies

country programmes (COSOPs/Country Strategy Notes and reviews of the country strategy) and project documents. The country case studies would provide the CLE with robust evidence on the effectiveness of KM practices, obtained through direct engagement with country teams, and their contribution to development results.

**Case study analysis.** Initial mapping of the KM practices and communities of practice in the 20 case study countries will lead to the identification of case studies that require further follow up to explore in further depth the practice types and how they would contribute to the three development results. These studies will allow the development of a comprehensive story of change, describing how the changes came about and the contribution of the KM practices. Within-case analysis will be complemented by cross-case analysis, as explained in the following section.



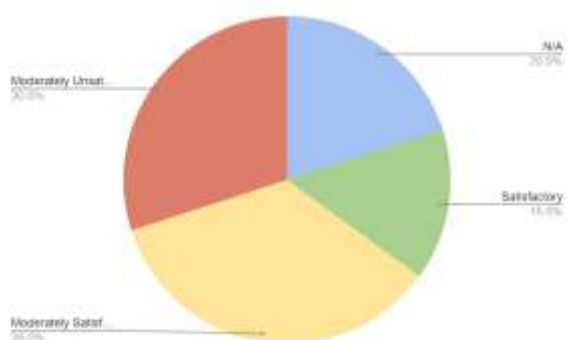
## Selection criteria of country case studies

**Case study purpose.** The purpose of the case study was to cover a range of countries and portfolios that could provide deeper insights into the KM drivers and outcomes within certain contexts. IOE used the four criteria to identify country and portfolio types: (1) KM performance ratings; (2) country income status; (3) country portfolio size; and (4) country presence.

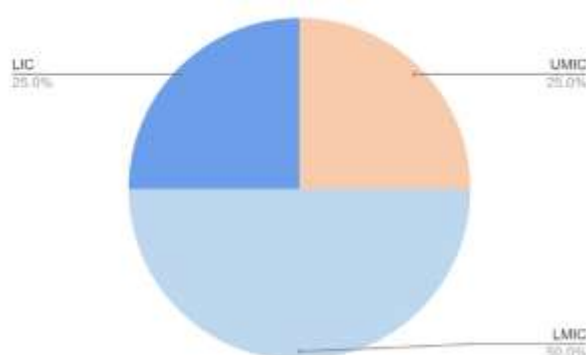
**Selected countries.** The evaluation team selected four countries from each regional division. This provided a total sample of 20 country cases.

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

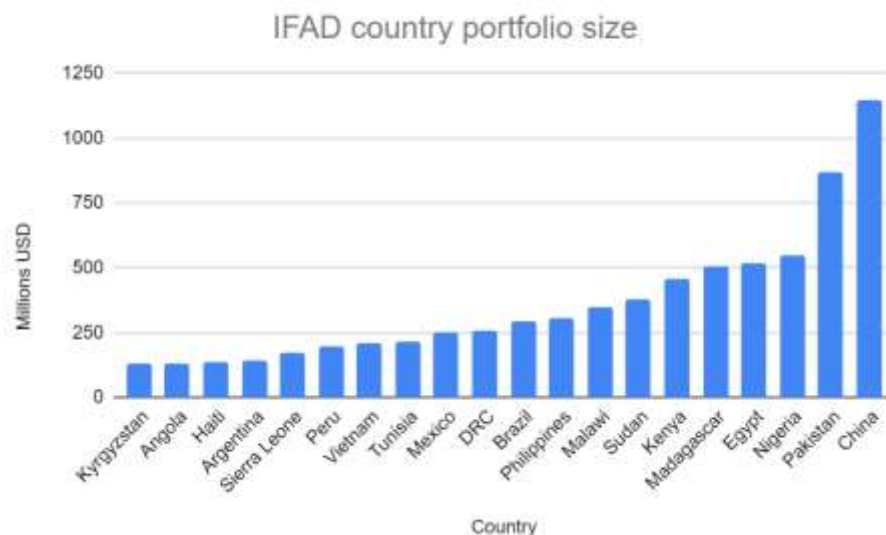
**KM performance ratings (IOE) in country programmes.** Ratings from country-strategy and programme evaluations (CSPEs) on KM show that both well performing and poor performing countries are represented in the sample.



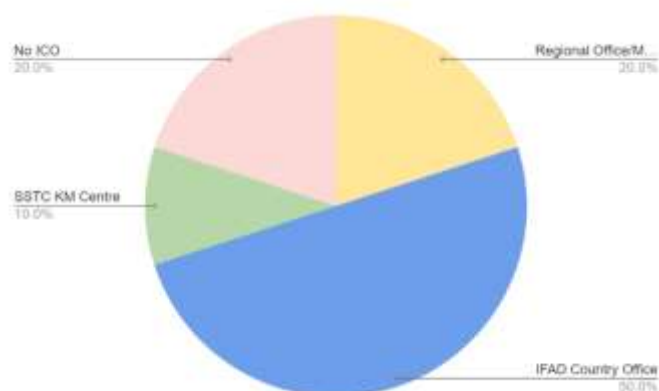
**Country income status.** The sample includes an even divide between low-income countries (LICs) and middle-income countries (MICs) as shown in the graph below:



**IFAD country portfolio size.** The sample covers all sizes of portfolios, from small (Kyrgyzstan) to large (China).



**IFAD country presence.** Country presence varies strongly throughout IFAD due to the decentralization process. The basic rationale under-pinning Decentralization 2.0 was that IFAD presence will enhance performance on non-lending. The sample covers countries with and without country presence. It also covers regional offices and SSTC/KM centres.



## Key players on KM in IFAD

Due to its decentralized nature, the mandates of knowledge creation, use, and dissemination are undertaken throughout IFAD's corporate and country-level architecture; divisions and staff often have overlapping mandates on this front. As part of preparation of this CLE Approach Paper, a preliminary mapping of this structure has been carried out, identifying the key divisions and actors engaged in KM from each level.

The **Programme Management Department (PMD)** and its respective regional divisions (APR, ESA, NEN, LAC, WCA) act as the front-line implementors of IFAD's knowledge management strategy, through operationalizing KM at the project and programme levels, for example through regional KM strategies. The KM focal points within regional departments would support the knowledge sharing; the portfolio advisors would collate lessons learned as part of the annual portfolio reviews.

Ongoing decentralization efforts have continued to expand IFAD's country presence, with 33 per cent of staff working outside of the Rome HQ. Because of this process, the bulk of project knowledge is being generated and shared at the country and regional levels.

**SSTC and Knowledge Centres** in three regions correspond with these ongoing efforts. Regional officers, portfolio advisors, and regional economists assess knowledge needs of country programmes in addition to their day-to-day responsibilities

**Country offices and country programmes** are the main users for IFAD's Knowledge management. At country level, knowledge is produced and shared based on project activities. This includes: data regularly collected for M&E, baseline and end-line surveys, supervision missions, mid-term and end of project reports; but also brochures, documentation of good practices, proceedings of workshops and other communication activities. Some projects may foresee the establishment of forum and platforms, or the participation into local and national networks of farmers, local councils, etc. There are multiple ways through which country programmes produce, share or leverage knowledge (either from the project or from other stakeholders, including farmers and indigenous groups). The way this knowledge is then systematised and integrated into IFAD KM processes at higher levels also vary a lot. Bottlenecks exist in the flow of knowledge from the country to the central level, and the other way around.

As elaborated in the 2019 strategy, the Executive Management Committee is responsible for modelling and prioritizing Knowledge Management overall at IFAD, while the **Strategy and Knowledge Department (SKD)** explicitly leads the development of guidelines, tools and outreach support for implementing KM strategies and action plans.

A senior KM Specialist from SKD heads the **interdivisional Knowledge Management Coordination Group (KMCG)**, which provides the technical backing of the strategy's implementation with the support of its members across IFAD. Composed of staff from regional and thematic division and KM focal points, KMCG is responsible for reviewing and reporting on the implementation of KM action plans, as well as contributing to new guidelines and developing solutions as challenges arise. In recent years, the group has also launched learning events to support targeted issues, such as responding to the COVID-19 pandemic.

The Environment, Climate, Gender, and Social Inclusion Division (ECG) and the Sustainable Production, Markets and Institutions Division (PMI) lead the bulk of technical knowledge generation around their respective fields and work to mainstream them into country programmes. They also act as knowledge brokers to determine where knowledge generation is needed while facilitating Communities of Practice.

The **Change, Delivery, and Innovation (CDI) Unit**, established in 2019, also has a mandate explicitly in line with our definition of KM at the corporate level. Its mission is to "embed a culture of change, enhanced delivery and innovation at IFAD by serving as a centre of expertise and strategic, evidence-based support to drive behaviour change, improve the performance of delivery systems and promote the identification and scaling

up of rural poverty innovations.” CDI does this through, among other activities, piloting KM initiatives with SKD.

The **Global Engagement, Partnership and Resource Mobilization Division (GPR)** leads IFAD’s engagement in South-South and Triangular Cooperation (SSTC), with which the KM strategy has strong synergies. It also engages with global stakeholders to play a role in policy discussions by transmitting knowledge products and enhancing partnerships. It is both a generator and a user of knowledge.

**Quality Assurance Group (QAG)** has a strong role to play in evaluating KM at the program level and determining where knowledge generation is needed to enhance the design of operations. The **Research and Impact Assessment Division (RIA)** also contributes to this by generating insights and gleaning lessons from projects in order to feed them back into operations and inform IFAD’s priorities. The **Operational Policy and Results Division (OPR)** promotes the use of knowledge in decision-making and keeps management focus on operational learning and M&E.

The **Independent office of Evaluation (IOE)** also plays a substantive role in IFAD’s Knowledge Management system through conducting independent evaluations of IFAD’s operations and supporting learning and accountability processes. The office works to disseminate and capitalize on knowledge from their evaluations both within and outside IFAD.

Other units and divisions play a role in this process to various degrees, including the Human Resources Division (HRD), the Communications Division (COM) and the Office of the Secretary (SEC).

**KM partnerships.** Beyond its Member governments, IFAD works with a wide range of partners. The most relevant types of partnership with regard to KM are those with multilateral development organisations, NGOs and academic and research and institutions. IFAD partnerships with academic and research organisations primarily aim to produce and share knowledge. Within the UN system, IFAD has established a partnership with the other Rome-based agencies (RBAs), WFP and FAO, which articulates across global, regional and country levels. IFAD also partners with NGOs and with agricultural research institutions and academic institutions in a number of ways. At the local level, IFAD-funded initiatives often seek to leverage the experience of NGOs.

## Outline of CLE report

<i>Report chapter</i>	<i>Responsibility</i>
I. Background and the evaluation	
A. Background	
B. Objectives	
C. Methodology	
D. Process	
E. Limitations	
II. IFAD's experience of KM (2016-2022)	
III. Main evaluation findings	
A. Relevance and coherence:	
a. KM strategies at corporate, regional and country levels	
b. Leadership on KM	
c. KM architecture	
d. Relevance of knowledge	
e. Access to knowledge	
f. Coherence of knowledge practices	
B. Effectiveness	
a. KM contribution to development results at country level	
b. Effectiveness of KM strategies	
c. Effectiveness of KM partnerships	
d. Sustainability of KM practices	
C. Efficiency	
e. Human resources for KM	
f. Financial resources for KM	
g. Cost-effectiveness of KM tools and practices	
D. Synthesis of findings	
IV. Lessons learned from other organisations	
V. Lessons learned	
VI. Conclusions and Recommendations	
VII. Annexes	

## Glossary of terms used<sup>35</sup>

<b>Appreciative inquiry</b>	A KM Method for Learning and exchange involving a positive approach of reflection and discover that focuses on the strengths, rather than the weaknesses of a particular intervention. <sup>36</sup>
<b>Brokering</b>	Brokering or knowledge brokering is concerned with linking many different types of knowledge – multiple knowledges – which are important in international development. Knowledge brokers act as cognitive bridges between these different types of knowledge but many actors are knowledge brokers without necessarily identifying themselves as such. [Do we want to include references for this?]
<b>Coloniality of knowledge</b>	Coloniality is defined as the entrenched power dynamics that have emerged from the historical power relations of colonial domination. These power dynamics continue to have implications for patterns of knowledge creation and use, such as the undervaluing of local knowledge and indigenous knowledge. [Do we want to include references for this?]
<b>Communities of practice</b>	Informal (spontaneous) and formal (intentionally created by organizations) groups of professionals – practitioners – within a specific thematic domain. They develop a practice - the how - a shared repertoire of resources: experiences, stories, KM tools, ways of addressing recurring problems, namely a shared practice. This takes time and sustained interaction.
<b>Epistemic justice</b>	A form of social justice specifically concerned with justice relating to issues of knowledge, understanding, and participation in communicative practices. [Do we want to include references for this?]
<b>Experience capitalization</b>	A KM method for learning and exchange involving a process by which a specific project or programme (or “an experience” in general) is described and analysed, and from which lessons are identified, shared and used. <sup>37</sup>
<b>External knowledge</b>	Policy knowledge, scientific knowledge, technical knowledge, local knowledge, and indigenous knowledge
<b>Indigenous knowledge</b>	Cumulative, complex bodies of knowledge, knowhow, practices and representations that are maintained and developed by indigenous peoples with extended histories of interaction with the natural environment. These cognitive systems include language, attachment to place, spirituality and world view (derived from UNESCO, 2021). Indigenous communities also have specific local knowledges. Indigenous knowledge is usually not written down or codified but can be captured on video.
<b>Internal knowledge</b>	Explicit (written down, accessible and easy to share), implicit (practical application of explicit) and tacit (organizational, based on personal experience and context, less easy to express) knowledge. This knowledge is invested in individual

<sup>35</sup> The definitions in this glossary have been purposely collected for this CLE and do not always have universal application.

members of staff as practices but also carried by KM tools and products.

<b>Knowledge</b>	Awareness, understanding, or information that has been obtained by experience or study, and that is either in a person's mind or possessed by people generally
<b>Knowledge café</b>	A KM method for learning and exchange which brings together a group of people for an open, creative conversation on a topic of mutual interest to surface their collective knowledge, to share ideas, and to gain a deeper understanding of the issues involved. It can also take place online.
<b>Knowledge management</b>	For this CLE, knowledge management is defined as the systematic management of the generation, sharing, use and brokering of substantive knowledge through tools and practices at organizational and individual levels to improve IFAD's efficiency, credibility and development effectiveness at country-level on rural transformation. Founded on efforts to improve organizational performance through the management of knowledge as a key organizational resource, knowledge management is an evolving interdisciplinary field that interweaves economics, business sciences, information systems, sociology of knowledge, biological systems and complexity theory (Carayannis et al, 2021).
<b>Knowledge management for development</b>	Since the late 1990s, knowledge management has been widely adopted in international development as the sub-discipline of knowledge management for development (KM4D*) (Kalseth and Cummings, 2000; Cummings et al, 2013). It has also been widely implemented by IFIs and UN organizations, including IFAD (Dumitriu, 2016; Bocock and Collinson, 2022). It includes a prominent community of practice of the same name, KM4Dev.
<b>Local knowledge</b>	A dynamic system of knowledge which belongs to a living community and which is relevant to local society, although it may express itself in local and ethnic modes. It is social and people centred, represents a community's distinctive resources and capacities, and recognizes the importance of multiple knowledges (Cummings, 2016). Synonyms include endogenous knowledge, rural people's knowledge and traditional knowledge. This knowledge is often not written down or codified but can be captured on video or through conversations with local people.
<b>Multiple knowledges</b>	Different types of knowledges (local, indigenous, technical, scientific, practical etc.), derived from different knowledge cultures, which are needed to address complex problems of sustainable development in a holistic manner. This conception does not recognise a hierarchy in these different knowledges but rather argues that all are needed to solve complex problems (derived from Brown, 2008, 2011).
<b>Peer assist</b>	A peer assist is a KM method that brings together a group of peers in conversation to elicit feedback on a problem, project

	or activity, and draw lessons from the participants' knowledge and experience. <sup>38</sup>
<b>Policy knowledge</b>	For the purposes of this CLE, policy knowledge has been defined as a form of external knowledge, derived from policy processes and documents.
<b>Practices</b>	A shared repertoire of resources developed by practitioners, including experiences, stories, tools, and ways of addressing recurring problems. KM practices relate to 'how' knowledge is generated, shared, used and brokered by IFAD. These practices involve personal and organization choices, behaviours and insights of individual staff, organizational units and the organization as a whole, both formally and informally.
<b>Rural transformation</b>	Comprehensive socio-economic changes, embedding considerations of equity and power relations, in areas where IFAD has been investing heavily, namely: promoting diversification and resilience; advancing gender equality and empowering women; building sustainable food systems by creating opportunities for smallholders; and enhancing rural-urban connectivity and linkages. It involves changes which reach beyond project boundaries, generating multi-level (local, subnational, national and global) and cross-sectoral links which can ultimately contribute to systems-change.
<b>Storytelling</b>	A KM method for learning and exchange which is employed to create an authentic, experienced based narrative to illuminate complex problems and deeper truths. <sup>39</sup>
<b>Indigenous knowledge</b>	Cumulative, complex bodies of knowledge, knowhow, practices and representations that are maintained and developed by indigenous peoples with extended histories of interaction with the natural environment. These cognitive systems include language, attachment to place, spirituality and world view (derived from UNESCO, 2021). Indigenous communities also have specific local knowledges. Indigenous knowledge is usually not written down or codified but can be captured on video.
<b>Local knowledge</b>	A dynamic system of knowledge which belongs to a living community and which is relevant to local society, although it may express itself in local and ethnic modes. It is social and people centred, represents a community's distinctive resources and capacities, and recognizes the importance of multiple knowledges (Cummings, 2016). Synonyms include endogenous knowledge, rural people's knowledge and traditional knowledge. This knowledge is often not written down or codified but can be captured on video or through conversations with local people.
<b>Multiple knowledges</b>	Different types of knowledges (local, indigenous, technical, scientific, practical etc.), derived from different knowledge cultures, which are needed to address complex problems of

<sup>38</sup> <https://conversational-leadership.net/peer-assist/>

<sup>39</sup> <https://ifadkmcentre.weebly.com/storytelling.html>



sustainable development in a holistic manner. This conception does not recognise a hierarchy in these different knowledges but rather argues that all are needed to solve *wicked problems* (Brown, 2008, 2011).

<b>Practical knowledge</b>	Knowledge acquired by day-to-day hands-on experiences, gained by doing things. It is often not written down but can be written into how-to manuals. Experts, for example, will acquire practical knowledge over time to add to their store of technical and scientific knowledge. Farmers also have practical knowledge.
<b>Scientific knowledge</b>	Knowledge derived from the sciences (including social and technical sciences), based on the observation and classification of facts with the goal of establishing verifiable knowledge derived through induction and hypothesis. It represents the knowledge accumulated by systematic study and organized by general principles, and is published in scientific articles and books. Although itself scientific, new trends of transdisciplinary study are increasingly recognizing the importance of multiple knowledges to solve complex problems, undermining the hierarchy in which scientific knowledge alone is seen as the best knowledge in all contexts (Brown et al, 2010).
<b>Substantive knowledge</b>	For the purposes of the CLE, 'substantive' refers to knowledge which is of particular priority for IFAD, based on the assumption that some knowledges are more important than others.
<b>Tacit knowledge</b>	Knowledge that one gains from experience, e.g. by working in an organisation. Tacit knowledge is not recorded or stored; it is therefore difficult to transfer.
<b>Technical knowledge</b>	Professional knowhow of experts for solving agricultural challenges in the field or in policy. Examples of technical knowledge include, for example, IFAD's signature solutions. Technical knowledge is often founded on scientific knowledge but includes additional aspects of practical knowledge from implementation in the real world. It is published as best practices and technical notes.
<b>'Wicked' problems</b>	Originally designated by Rittel and Weber (1973), 'wicked' problems are socially embedded, complex problems, such as climate change and sustainable development, which cannot be solved with linear solutions and often require <i>multiple knowledges</i> .

## List of IFAD key people met during scoping phase<sup>40</sup>

Alessandra Garbero, Lead Regional Economist, NEN  
 Alessia Maria Di Genova, Quality Assurance Group  
 Amira Mekheimar, Country Programme Analyst, NEN  
 Arno Boersma, Consultant, Strategy Knowledge Department  
 Cintia Valdivia Guzman, Programme Officer, LAC  
 Claus Reiner, Country Director SSTC & KC, LAC  
 Cristiana Sparacino, Quality Assurance Group  
 Dagim Kassahun, Country Operations Analyst, ESA  
 Daniel Anavitarte, Regional Specialist, LAC  
 Daniel Higgins, Project Specialist, ESA  
 Donal Brown, Associate VP, PMD  
 Fabrizio Bresciani, Lead Regional Economist, LAC  
 Frederico Lucerda, Country Operations Analyst, LAC  
 Ibrahima Bamba, Lead Regional Economist, WCA  
 Ilenia Firmian, Regional Specialist, APR  
 Indran Naidoo, Director, Independent Office of Evaluation  
 Isaac Mensah, Logframe Analyst, WCA  
 Isabelle Stordeur, Regional Analyst Analyst, NEN  
 Ivan Cucco, Quality Assurance Group  
 Jose Caceres Martinez, Country Technical Analyst, PMI  
 Julio Worman, SSTC Analyst, GPR  
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 Sumaira, Country Programme Analyst, APR  
 Tarek Ahmed, Senior Portfolio Advisor, WCA  
 Thu Hoai Nguyen, Country Programme Analyst, APR

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<sup>40</sup> The List does not yet include the country teams met during the pilot case studies. These will be part of the complete list of persons met in the final report.

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