IOE | IFAD
Investing in rural people

Independent Office of Evaluation

CORPORATE-LEVEL EVALUATION
on knowledge management

Evaluation Committee

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CLE objectives:

- To assess the relevance, coherence, effectiveness, and efficiency of current KM practices at corporate, regional and country levels.

- To review and identify lessons from other development organizations that IFAD can use to improve its KM performance in the future.

- To articulate what is needed in KM to help IFAD pursue the objectives of its rural transformation agenda.

Scope:

- Period from 2016 to mid-2023.

- KM practices at corporate, regional and country levels.

(1) Corporate Level KM documents and data review (KM Strategy, K-products etc.)

(2) Analysis of KM performance data and evaluations (RIDE, ARIE, IOE evaluations, MOPAN etc.)

(3) Deep dives (Including grants review, partnership analysis, review of IFI& UN lessons on KM)

(4) Surveys and interviews (including 10 FGDs, stakeholder interviews and KAP survey)

(5) Five regional division studies (APR, ESA LAC, NEN, and WCA)

(6) Twenty country case studies (Four countries per region)

- IFAD's KM systems increasingly fragmented over time.

- Focus on research and technical knowledge; diversity of knowledges not adequately represented.

- IFAD's corporate knowledge products less focussed on local needs.

- Lack of adequate knowledge repositories to capture operational experiences.

- Lack of an effective monitoring and reporting system for KM results.
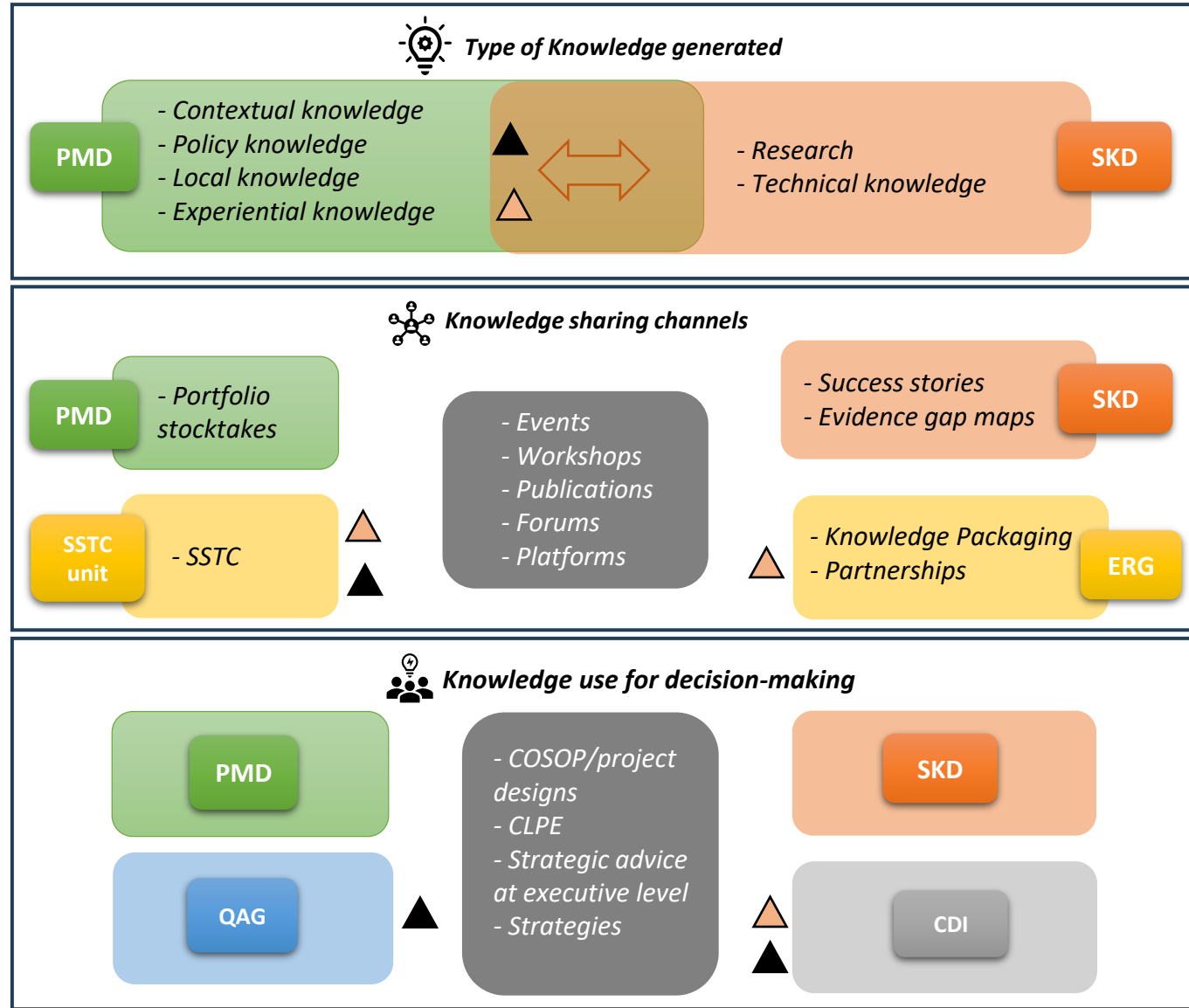
- **Uneven** distribution of resources for KM in IFAD; regional divisions and country offices notoriously short of financial and human resources for KM.

- Country level KM is grossly **under-resourced** and relies on ad-hoc measures to plug in funding gaps; high **workloads**, understaffed country offices, vacant positions and **knowledge drain**

- **Cost-effectiveness** of knowledge products is not analysed in IFAD; broader range of cost-effective knowledge products and practices required.

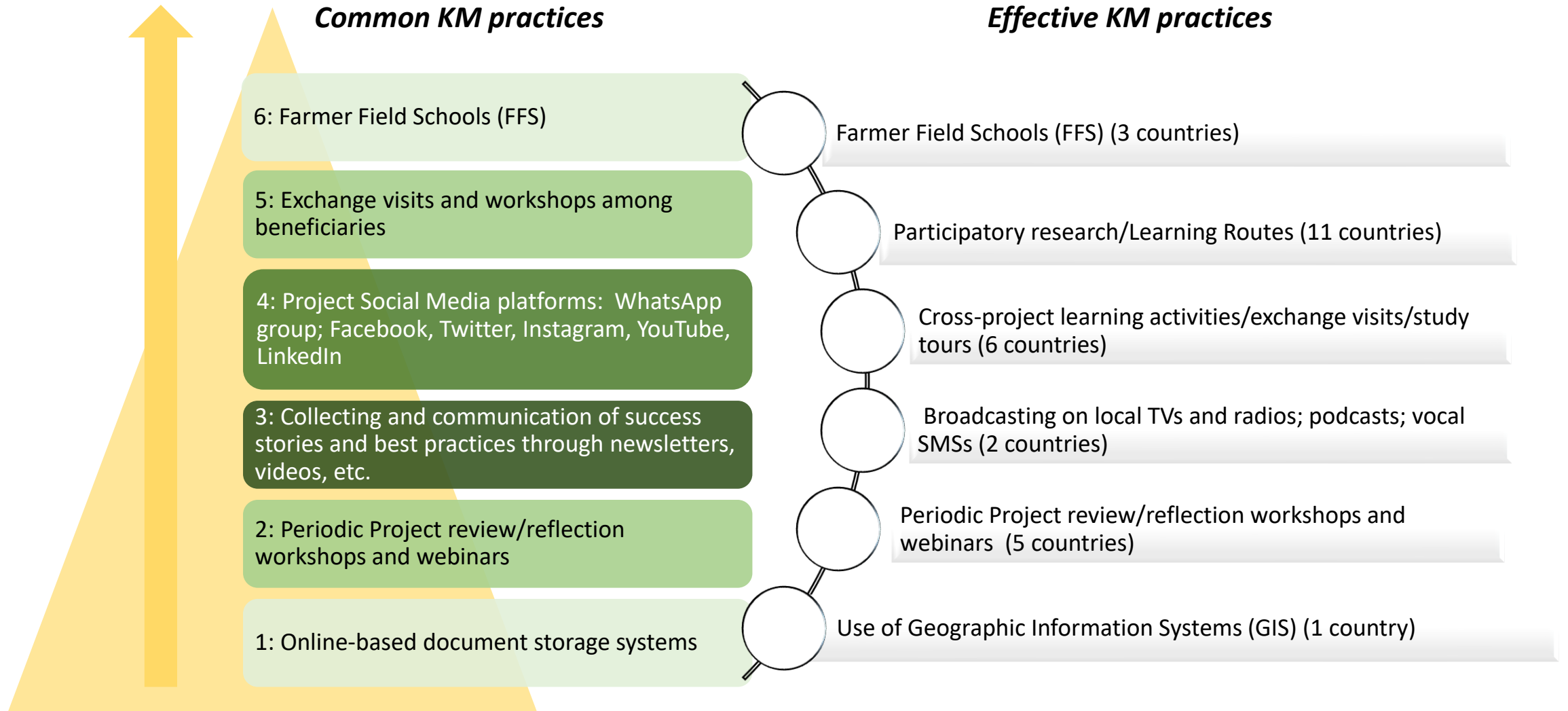## SKD funding and knowledge production

Number of IFAD publications by series and year
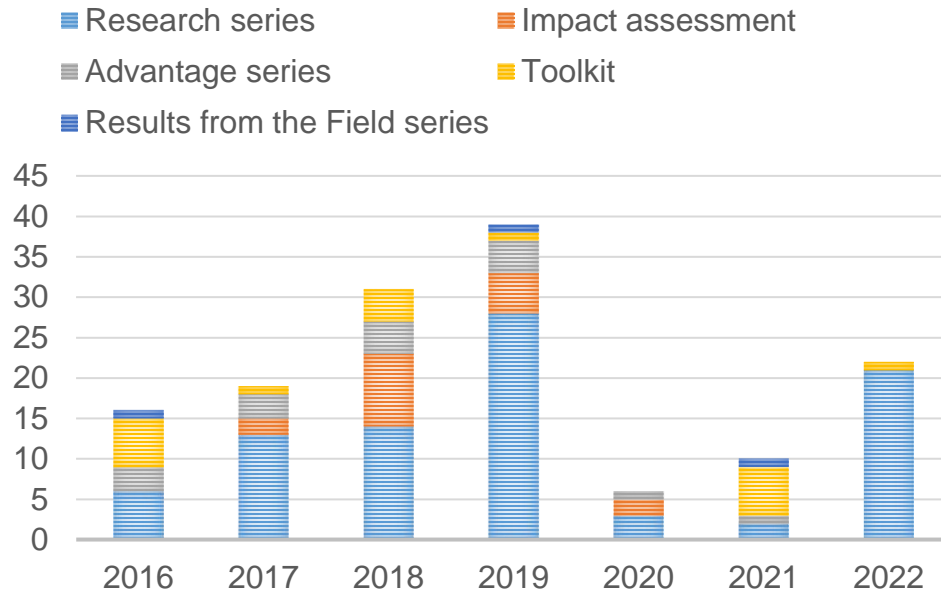
Type of funding for SKD technical specialists by duty stations
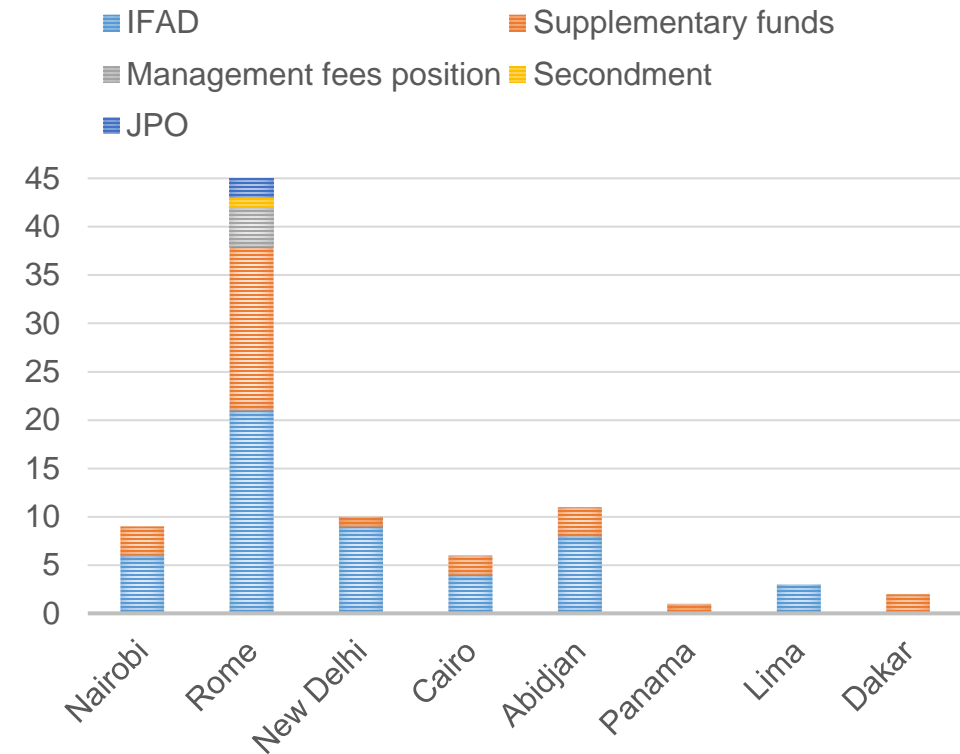
- Transformative KM practices require strong ICO leadership and multi-stakeholder partnerships for KM.

- Very few governments had the capacities for KM readily in place.

- KM practices often effective in their contribution to country programmes; fewer cases of KM enabling effective policy engagement.

- Language barriers sometimes a barrier for knowledge generation and use.

- Sustainability of KM practices supported by use of digital solutions and links into national KM systems.

- Role of KM for scaling up "signature solutions" insufficiently defined; independent assessment of success and failures not built into process.

Common KM practices

Effective KM practices

6: Farmer Field Schools (FFS)

5: Exchange visits and workshops among beneficiaries

4: Project Social Media platforms: WhatsApp group; Facebook, Twitter, Instagram, YouTube, LinkedIn

3: Collecting and communication of success stories and best practices through newsletters, videos, etc.

2: Periodic Project review/reflection workshops and webinars

1: Online-based document storage systems

Farmer Field Schools (FFS) (3 countries)

Participatory research/Learning Routes (11 countries)

Cross-project learning activities/exchange visits/study tours (6 countries)

Broadcasting on local TVs and radios; podcasts; vocal SMSs (2 countries)

Periodic Project review/reflection workshops and webinars (5 countries)

Use of Geographic Information Systems (GIS) (1 country)

1) Role in elevating the operational knowledge to inform the rural transformation debate at global level.

   #knowledge agenda; #knowledge partnerships; #strategic office; #communities of practice

2) Decisive shift away from its overly centralized KM architecture and allocate sufficient human and financial resources across decentralised levels.

   #devolved KM responsibilities and resources; #regional KM capacities; #regional KM frameworks; # corporate KM platform

3) Monitor KM effectiveness and focus on cost-effective KM practices and products at global and operational levels.

   #monitor products and platforms; #consistent budgeting; #knowledge co-creation; #annual reports

4) IFAD's upcoming strategic framework to define IFAD's KM as driver of rural transformation within a global context of uncertainty and crisis.

   #systems approach; #scaling up and policy engagement; #comparative advantage; #international km standards

CAPTURING LOCAL AND INDIGENOUS KNOWLEDGE

TRACKING KNOWLEDGE MANAGEMENT PRACTICES ACROSS DIFFERENT TRANSFORMATIVE LEVELS

MAPPING KNOWLEDGE SHARING AND DISSEMINATION

Addressing under-representation and remote communities, through participatory videos

Evaluate the immediacy, medium and long-term outcomes on a country-by-country basis

Map the knowledge journey and identify good practices on how to scale up solutions

Participatory videos

Rubric

Signature solutions

TOOLBOX

TO EVALUATE KNOWLEDGE PRACTICES