

## **C. Knowledge management**

43. The overall purpose of KM is to enable the country programme to build a credible knowledge base of practical and actionable know-how that can be used to better address rural development challenges in Mozambique. The detailed KM framework can be found in Appendix VII.

44. The ICO, in close collaboration with projects, the Government, local institutions, communities and other partners, will lead a strategic and integrated approach to KM that supports achievement of the COSOP goal and strategic objectives by:

- (i) promoting broad consultation with IFAD target groups, with a specific focus on women and youth, to identify and address knowledge and capacity priorities, needs, gaps and solutions;
- (ii) promoting dynamic learning, sharing and adaptation for more efficient and effective implementation and improved project and programme performance;
- (iii) supporting analytical work to inform policies and public expenditure;
- (iv) strengthening IFAD's role and reputation as a source of knowledge, expertise and know-how.

45. This COSOP assumes that monitoring and evaluation and knowledge management, learning and sharing will form the foundation of learning for change and thus provide the "umbrella" framework for the theory of change that underpins the country programme (Appendix VIII).

## **Knowledge management**

This section provides guidance on how to develop and implement a KM programme. It should not be seen as prescriptive. The programme, including its objectives, activities and expected outputs and outcomes, should be more fully developed in-country, in consultation with key stakeholders, including representatives of IFAD target groups.

### **I. Introduction**

Knowledge management (KM) plays a pivotal role in the country programme, linking the experience, lessons and evidence emerging from investment projects to policy engagement and scaling up efforts. Better quality learning in the country programme can broaden and deepen IFAD's capacity to scale up successes - supported by multi-stakeholder consultation, analytical work and targeted development of technical knowledge in the thematic areas of the COSOP's strategic objectives, as well as monitoring and evaluation that provides evidence of results and impact.

But to be effective, KM cannot function as a set of activities in isolation from other non-lending activities, or from the investment projects. KM, policy engagement and partnerships, including with target groups and through south-south collaboration, are inter-dependent and mutually reinforcing, and together complement and strengthen the projects.

Additionally, the KM programme should respond to the knowledge and capacity needs and priorities of IFAD's target groups. This will require inclusive approaches to ensure broad consultation.

In order to support achievement of COSOP and project strategic objectives, KM needs to be understood as a process of continuous learning and improvement involving all

members of the country programme and project teams, as well as key stakeholders, who try out new ways of doing things, reflect, document and share their knowledge and experiences, and then change and adapt their projects/initiatives to become more effective and successful.

Seen in this way, KM can also complement and strengthen efforts towards delivery, development effectiveness and excellence. For example, managing knowledge more effectively can lead to efficiency gains as the costs of repeating mistakes and reinventing the wheel, in terms of money and time, are avoided.

Therefore, KM is more than simply a set of activities, approaches and tools, and it is about more than managing information through data banks and document repositories – although these aspects are also important.

IFAD's own operational procedures for country strategies underline the central and essential role of the KM system in a country programme, stating that it provides the critical link between the investment programmes and non-project activities. KM is necessary to generate and share knowledge from operations, and to learn from IFAD's own and other experiences in order to improve. KM aims to advance technical and policy related aspects in the country programme and generate more effective instruments, through feedback across portfolios and regions for poverty reduction and food security.

This is consistent with the findings and recommendations of IFAD's Independent Office of Evaluation (IOE) in recent years, in corporate-level and synthesis evaluations, the 2016 ARRI and in the 2017 Mozambique Country Strategy and Programme Evaluation.

The 2017 CSPE notes that weaknesses in monitoring and KM have indirect bearing on the potential sustainability and up-scaling of projects' results. It found that, although some progress had been made on KM in recent years – in part thanks to the commitment of the main partner in the Government, the National Directorate of Treasure in the Ministry of Economy and Finance – it remained a "fuzzy concept" for some project management units. Further, human resources in the ICO were far too thin to allow significant progress on KM and policy dialogue during the period under evaluation.

The CSPE recommends that more attention and resources from project and ICO budgets be devoted to non-lending activities, singling out KM and policy dialogue in particular, and starting from sound M&E systems.

Further, it recommends development of a KM Strategy "closely anchored to key COSOP elements and to those project components that can usefully be up-scaled". The Strategy should identify appropriate KM processes to enable evidence-based issues and results to be fed into policy dialogue processes at a high strategic level.

Such KM processes may include: documentation – targeted knowledge products that can provide an evidence base that speaks to the specific needs of policy makers, by which projects and IFAD itself can contribute to country-level policy processes<sup>1</sup>. These products might include reports, briefs, articles in the media. They could also include events, for example an annual knowledge and learning fair.

## **II. KM purpose, objectives and expected outcomes**

The overall purpose of knowledge management is to help IFAD in Mozambique build a credible knowledge base of practical and actionable know-how that leads to improved performance and results in the country programme, and scaling up of successes for inclusive and sustainable rural transformation.

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<sup>1</sup> How to incorporate policy engagement in a COSOP: country-level policy engagement toolkit, page 2.

The IFAD Country Office, in close collaboration with projects, the Government, local institutions, communities and other partners, will develop and lead an integrated approach to KM that supports achievement of the COSOP strategic objectives by:

- (i) promoting broad consultation with IFAD target groups, with a specific focus on women and youth, to identify and address knowledge and capacity priorities, needs, gaps and solutions;
- (ii) promoting dynamic learning, sharing and adaptation that leads to improved project and programme performance, including more efficient and effective implementation;
- (iii) supporting analytical work to inform policies and public expenditure;
- (iv) strengthening IFAD's role and reputation as a source of knowledge, expertise and know-how.

Expected outputs could include:

- Regular learning events (project learning days; country programme team meetings; country programme implementation reviews, etc.)
- Annual knowledge and learning market (multi-stakeholder policy engagement platform)
- Information materials and training for target groups based on needs assessments
- Thematic networks/CoPs
- Documented lessons and best practice
- Other knowledge products to support policy dialogue, advocacy and visibility
- Knowledge partnerships with local universities
- KM capacity building initiatives

Expected outcomes could be:

- Operational effectiveness and efficiency are improved.
- Best practices and lessons learned are consistently integrated into design of new projects and disseminated across the portfolio and to partners.
- Needs and priorities of target groups more consistently addressed through knowledge and learning initiatives including targeted training.
- Successful experiences are scaled up based on solid evidence-based and technical knowledge on what works and why.
- IFAD is a recognized source for quality information and approaches to sustainable rural development.
- Capacity to access and use lessons, good practice, experience from partners and other countries is strengthened.
- Information management in projects and the ICO supports efficiency in operations.

### III. Implementation

This draft outline for a KM strategy provides broad guidance for the ICO and projects on an integrated KM approach for the country programme that would act as an umbrella for project KM, and would support learning across projects, **with** stakeholders, partners and the Government. This would in turn support achievement of the COSOP strategic objectives – and ultimately sustainable and inclusive rural transformation.

It recommends a more integrated approach to KM that connects project learning activities and M&E systems, and non-lending activities into a **learning system** for the entire country programme.

The learning system will connect all levels – from the community to PMU to ICO to Government and other partners. It will also connect KM and learning across thematic and geographical areas. It will connect the Mozambique country programme to external knowledge sources, and at the same time promote sharing of knowledge emerging from the country programme with broader audiences.

At the same time, this draft strategy outline identifies a small number of specific new and ongoing activities, approaches and mechanisms to promote more systematic learning and sharing at all levels of the country programme, and through all stages of the project cycles (see next section). Other activities will be identified by the country team to address specific needs as they arise. It also draws on experience and recognized good practice in other countries.

However, in order to fully integrate KM into the country programme, it is fundamental that it makes sense to the ICO and project staff responsible for its implementation. They need to understand what it means in practice in their daily work, and how it will contribute to achievement of strategic objectives, and to improved performance in implementation. This is likely to happen only if ICO and project staff, stakeholders and partners are involved in developing the KM strategy and plan.

Therefore, it is recommended that this strategy outline be used as a starting point for the country programme management team (in-country CPMT: ICO and project staff and partners) **to work together to further develop the KM Strategy, and to develop annual learning plans that will guide implementation of KM activities.**

If the ICO and projects invest in KM, it is crucial to demonstrate that it is adding value. To this end, a number of indicators are proposed for monitoring & reporting on progress towards the expected outcomes (see KM Results Framework below). The aim is to avoid adding undue new monitoring and reporting requirements by integrating KM monitoring to the extent possible not existing monitoring systems.

As per the CSPE recommendation, sufficient resources should be allocated in project and ICO budgets for KM. The CSPE noted that the annual budget of US\$ 10,000 for KM in the ICO budget "did not allow much scope for action". Roles and responsibilities for KM must be assigned, and training provided if necessary to ensure that individuals with KM responsibilities have the capacity to oversee implementation of learning plans.

#### **IV. Activities, approaches and tools**

The 2011 Mozambique COSOP made provision for a programme-level monitoring system, fed with information from projects that would in turn feed through KM work into policy dialogue. The COSOP completion review noted that this did not happen. Nonetheless, a number KM-related activities have been implemented in recent years, as noted by the CSPE. Of particular note are the following:

- The Pro-poor Value Chain Development Project in Maputo and Limpopo Corridors (PROSUL) has focused on capturing and applying lessons during implementation and adapting approaches accordingly. It is also conducting studies and preparing documentation. For example, the project coordinator, Daniel Mate, presented a paper during a World Bank Conference on Land and Poverty in March 2017 on the preliminary results obtained by the project in securing land tenure rights for smallholder farmers. PROSUL is also investing in communications, advocacy and awareness raising initiatives to build visibility of project achievements in-country.
- The MDG 1c IFAD sub-Programme has a strong, well-funded KM and communications component, which provides a good example of collaboration between the ICO and the Government. The Programme "Accelerate progress towards MDG1 C in Mozambique" (MDG1 C) is funded jointly by the Government of the Republic of Mozambique, the European Union and the three Rome-based United Nations Agencies (IFAD, FAO and WFP). The IFAD sub-programme's KM

work, coordinated by a specialist based in the ICO, has resulted in analysis of good practices in the country programme. Results and success stories have been documented and shared widely, using high quality templates and communications guidelines developed by the programme's overall coordination unit.

The country programme KM Strategy should also provide an overarching frame to connect KM and learning-related activities planned or already being implemented by IFAD-supported projects and partners, as detailed in the strategies included in this COSOP for SSTC, targeting, gender and social inclusion, and for nutrition. It should also integrate the activities, expected outcomes and indicators proposed in the SECAP under priority area 5: Knowledge management and learning for climate change adaptation and sustainable land and water management.

Following is a selection of options for **new or expanded approaches and activities** for adoption in the country programme:

- **Multi-stakeholder consultation** to determine the knowledge and information needs of target groups, particularly women and youth, across the thematic areas addressed by the COSOP strategic objectives. This should cover needs for technical training and information resources.
- Regular (as feasible) **implementation review and reflection meetings** of ICO and PMU staff to promote sharing and discussion of issues, challenges, lessons and solutions. The meetings could each be hosted by a particular project. They may focus on challenges specific to the host project, as well as common challenges, and could be held in conjunction with a field visit.
- The implementation review meetings could be complemented by **project learning days**, organized by individual projects in collaboration with implementing partners, including local institutions and stakeholders. The purpose would be to highlight and discuss issues, challenges and solutions, as well as to give visibility to successes.
- **Annual Country Programme Review meetings** organized by ICO staff, with representatives of active loans and selected grants, government and partners. The purpose would be to reflect on and improve implementation and share lessons among loan and grant projects, and partners.
- An annual two-day **Knowledge & Learning Market** organized by the ICO. This event would be based on a similar initiative organized by the Philippines ICO. The market was recognized in IOE's Philippines CSPE as an example of leading practice that "is a pioneering contribution to KM and policy engagement, and serves as a model of engagement for regional and global levels". The market would act as a multi-stakeholder rural development platform to showcase experiences, best practice, successful approaches and evidence of results emerging from the IFAD country programme – with the aim of influencing government policy and public expenditure in the rural sector.
- Development of **knowledge products** to serve diverse needs, including: to feed issues, lessons, evidence into policy discussions; to share lessons and good practice across the portfolio, with partners, local organizations and project participants; to give broader visibility to lessons and successes emerging from the country programme.
- **Joint learning approaches to action research** and documentation. This would involve participation of communities, local organizations and other development partners in the identification of areas for action research, and on participatory research approaches and methods. As noted in the M&E appendix, participating communities and organizations would be involved in putting the action research results into practice.

- Engagement with relevant national research institutions and universities to conduct **analytical studies, baseline studies** etc.
- **Training** of ICO and project staff to build understanding of and competency in KM, and to build capacity in KM approaches and tools - through grant-funded initiatives<sup>2</sup> and the IFAD Operations Academy (for ICO staff only).
- Use of **communities of practice and thematic networks** to provide a forum for ongoing discussion and learning, for example for gender focal points and M&E officers. These would be moderated, fully linked to work processes and structured around specific issues and challenges.

An **integrated KM system**, developed during a four-year IFAD grant funded action learning initiative in ESA region, is proposed as a model for the country programme KM approach.

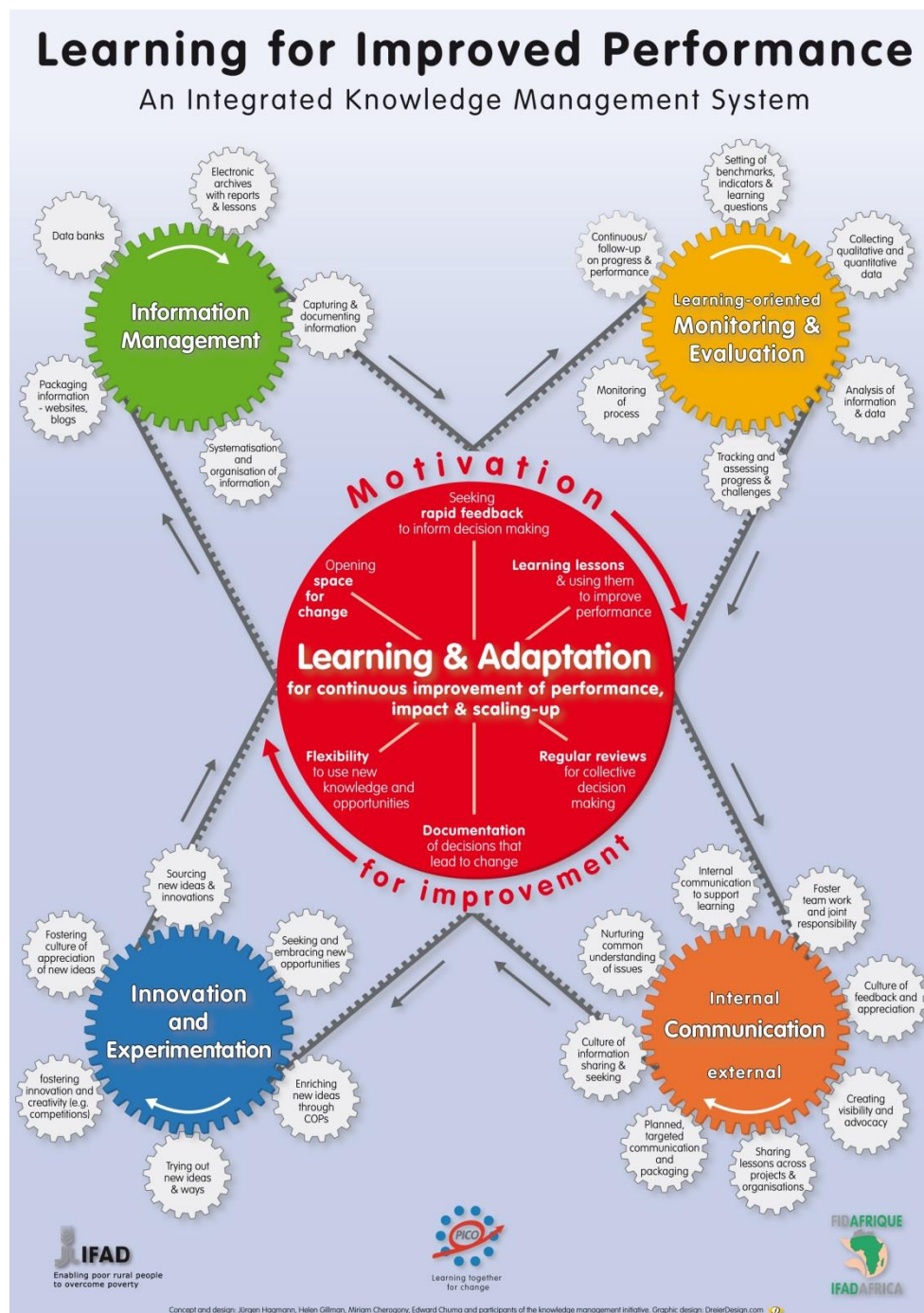
The system evolved from the concrete experiences of staff from more than 30 development projects, and their understanding of the relevance of KM to their day-to-day work. The system's driver is motivation to change and improve.

Four inter-connected functions form the foundations of the system: information management, monitoring and evaluation, communication and innovation, which together support rapid learning and adaptation and scaling up (see Figure 1 next page).

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<sup>2</sup> Grant programmes include: Training and global certification framework for M&E and impact assessment in rural development, CLEAR Initiative; Capitalizing on experiences for greater impact in rural development, CTA: Strengthening capacities and tools to scale up innovations, Procasur.

**Figure 1: Model for an integrated KM system**



## KM Results Framework

Country strategy alignment	Key results for KM in RB-COSOP		
<p>Knowledge management (KM) plays a pivotal role in the country programme, linking the experience, lessons and evidence emerging from investment projects to policy engagement and scaling up efforts.</p> <p>The overall purpose of KM is to help IFAD in Mozambique build a credible knowledge base of practical and actionable know-how that leads to improved performance and results in the country programme, and scaling up of successes for inclusive and sustainable rural transformation.</p> <p>The IFAD Country Office, in close collaboration with projects, the Government, local institutions, communities and other partners, will lead a strategic and integrated approach to KM that supports achievement of the COSOP strategic objectives.</p> <p>The approach recognizes that KM, policy engagement and partnerships, including south-south collaboration, are inter-dependent and mutually reinforcing, and together complement and strengthen the projects.</p> <p>Better quality learning in the country programme will broaden and deepen IFAD's capacity to scale up successes - supported by analytical work and targeted development of technical knowledge in the thematic areas of the COSOP's strategic objectives, as well as monitoring and evaluation that provides evidence of results and impact.</p>	KM strategic objectives	KM outcome indicators	KM outputs indicators
	SO1. Promote dynamic learning, sharing and adaptation that leads to improved project and programme performance, including more efficient and effective implementation	<ul style="list-style-type: none"> <li>- 80% of project concept notes are positively assessed at OSC for extent to which they draw on previous experience and lessons, and include quantifiable supporting data.</li> <li>- 80% of new projects have a well-articulated KM and learning approach at design.</li> <li>- ICO &amp; project staff have the capacity and tools to capitalize and document lessons and good practice.</li> <li>- ICO and project staff say improved information management systems enable them to work more efficiently.</li> <li>- 80% of PCRs include well-documented best practices and lessons</li> </ul>	<ul style="list-style-type: none"> <li>- # of learning events annually.</li> <li>- # thematic networks/CoPs adequately resources and helping to deliver on COSOP and project objectives.</li> </ul>
	SO2. Support analytical work to inform policies and public expenditure.	- % of projects rate 5 and above for innovation and learning at completion.	<ul style="list-style-type: none"> <li>- # of policy-relevant knowledge products completed (RIMS)</li> <li>- # knowledge partnerships with local universities/research bodies.</li> </ul>
	SO3. Strengthen IFAD's role and reputation as a source of knowledge, expertise and know-how.	% of partners indicating that they work with IFAD because of its policy advice or its specialist knowledge in a certain domain	Participation in annual knowledge and learning market