

**IFAD CONSOLIDATED PROGRAMME IMPLEMENTATION UNIT
KNOWLEDGE MANAGEMENT PLAN 2021**



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Abbreviations and acronyms

IFAD	International Fund for Agricultural Development
CPIU IFAD	IFAD Consolidated Programmes Implementation Unit
IRECR	Inclusive Rural Economic and Climate Resilience Programme
RRP	Rural Resilience Project
KM	Knowledge management
SWOT	Strengths, Weaknesses, Opportunities, and Threats

INTRODUCTION

I. Knowledge management: Definition

For the purposes of this strategy, Knowledge Management (KM) is defined as “a set of processes, tools and behaviors that connect and motivate people to generate, use and share good practice, learning and expertise to improve projects’ efficiency and development effectiveness”¹.

To that end, the IFAD Consolidated Programmes Implementation Unit (IFAD CPIU) developed a KM plan for both the Inclusive Rural Economic and Climate Resilience Programme (IRECR) and the Rural Resilience Project (RRP) as described below.

II. Knowledge management: Goal, objective and activities

The **overall goal** of this KM plan is to support learning and adaptation for improved project performance, and enable both IRECR and RRP to develop, disseminate and use knowledge products.

Target Audiences

Level	Audiences
International	IFAD, International Agencies,
National	Policy actors, CPIU IFAD team, media partners, development and implementation partners, beneficiaries.

In particular, the **specific objectives** of this plan are:

- To support learning, adaptation and improved project performance during implementation;
- To capture, use and share lessons learned;
- To improve the design of new projects based on the lessons learned from both IRECR and RRP;
- To influence policy processes and scale up successes;
- To raise awareness of project activities and results, and publicize successful experiences;
- To boost the project profile among decision makers;
- To engage with and inform rural people about project activities;

¹ IFAD, 2019

- To build a community of stakeholders.

The **activities** will be implemented in three broad action areas: (i) knowledge generation; (ii) knowledge use; and (iii) the enabling environment (see detailed activities in “Table 1: Knowledge management action plan 2021”).

The activities will lead to following **outcomes**:

- Operational effectiveness and efficiency are improved;
- Best practices and lessons learned are consistently used in project implementation, and disseminated to other projects and partners;
- Needs and priorities of target groups more consistently addressed through knowledge and learning initiatives;
- Successful experiences are scaled up based on solid evidence-based and technical knowledge on what works and why;
- Project knowledge products are used in policy engagement;
- CPIU IFAD is equipped with a supportive knowledge-sharing and learning infrastructure.

The expected **outputs** include:

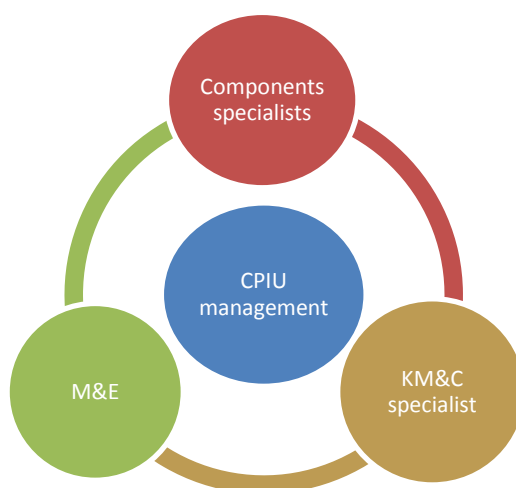
- Documented lessons (both successful and non-successful);
- Knowledge products to support policy dialogue, advocacy and visibility;
- Regular learning events (e.g., Seminars/Training for farmers in FFS, 11 farmers field schools created under which were trained 2 864 farmers in using of conservation agriculture technologies; Information materials and training for target groups based on needs assessments (e.g., [Pilot Women Grant](#) brochure and [meeting organized](#) in order to inform target groups regarding);
- Thematic networks/communities;
- Knowledge partnerships.

KNOWLEDGE MANAGEMENT ROLE IN IRECR AND RRP

I.Knowledge management structure

The implementation of the knowledge management strategy requires strong and visible leadership from the management team, and all CPIU staff. It will also require strong partnerships with institutions, partners and the private sector.

Each member of the Unit has the responsibility to engage in developing knowledge products, facilitate connections between the field and headquarter, offer technical support to knowledge-sharing and learning. KM&Communication specialist is working in direct collaboration with M&E and components specialists in order to create new knowledge products that are disseminated to ensure the interaction with the public. This synergy allows achieving all objectives established.



II. SWOT analysis in the KM context

A SWOT analysis is a simple but useful framework for analyzing the Strengths, Weaknesses, Opportunities, and Threats that CPIU may encounter, especially when about to start a new project or undergo a midterm evaluation, etc. It can also be used in project planning and eventually evaluation of its activities at various intervals.

This SWOT analysis helps in focusing on the main strengths and leverage them to pursue key opportunities and to avoid threats. The team can also become aware of its weaknesses which might need to be overcome in order to take the greatest possible advantage of potential opportunities available.

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Qualified CPIU human capital; • A good culture of sharing knowledge inside the CPIU; • Use of different dissemination tools, both traditional (website/Facebook) and new (Instagram/YouTube) • Accessible information through 	<ul style="list-style-type: none"> • Networking with other projects; • Exchange of good practices with partners; • Attract more young beneficiaries via social media; • Attract more smallholders to RRP, broadening their knowledge of RRP products²

² According to the RRP MTR review, under RRP “Subcomponent 1.2 – climate resilient production system on technologies for smallholders & ecological restoration interventions” there is still a prevalence for large machinery investments namely for vegetable shredders (42%), mini-till seed drills (21%) and very little interest from smallholders.

<p>different tools e.g., CPIU website, Facebook, Instagram, YouTube, Odnklassniki, partners website: agrobiznes.md, madrm.gov.md</p> <ul style="list-style-type: none"> • Good M&E system (rated 5 at 2020 MTR); • Adequate human and economic resources for KM; • Presence of partners that support Project implementation. 	
WEAKNESSES	THREATS
<ul style="list-style-type: none"> • limited RRP execution; • low acceptance rate of the beneficiaries to share their story affect communication activities. 	<ul style="list-style-type: none"> • Relatively low level of commitment from the local public authority; • lack of successful stakeholder engagement (here stakeholders are beneficiaries)

III. Monitoring of KM activities

Each year, as part of the overall AWPB preparation process, the KM plan will be reviewed and updated, taking into account progress and lessons learned, the evolution of the project and potential changes in knowledge themes, and opportunities for new or different KM products. Weaknesses or gaps in the information being obtained from the M&E system will be highlighted and the necessary improvements made to the M&E system itself. The effectiveness of the KM plan will be also monitored through the project's own M&E systems (i.e. number of knowledge products, participation in relevant fora, knowledge products used in policy engagement, number of lessons learned and innovations documented and shared, etc.).

Throughout the KM process needs assessment findings, experience, research findings, and lessons learned are fed back into inputs, processes, and outputs by program implementers, thus improving the development and delivery of KM activities.

Assessing needs can help tailor KM for maximum relevance. When KM routinely monitor their inputs, processes, and outputs, it is possible to quantify and describe what the KM has done, who has been reached, and who has applied knowledge. Information from monitoring also helps KM to identify strengths and weaknesses and to make mid-term adjustments in program design and implementation. The results of the outcome surveys at MTR or completion, or specific thematic studies undertaken during the life of the projects, will be analyzed jointly with the M&E Team. They will be harnessed to feed into the KM products to bring evidence on the project impact, in particular in relation to the project development objective (IRECR and RRP)

KM appraise by measuring changes in initial outcomes and assessing progress toward

specific objectives. Evaluation seeks to explain why an intended or expected change did or did not occur and to identify both the contributors to progress and the challenges and obstacles to change. Taken together, these activities facilitate at first the needs assessment, then monitoring process, and after evaluation process.

IV. Innovation & Experimentation

What worked well:

1. Knowledge dissemination using website, social media. It is a quick and accessible way of communicate with the public. As a result, noticed a feedback in number of follower's increase, due to different apps it's possible to analyze the social media public based on different criteria (age/gender/zone);
2. Using partners for on line dissemination, the partnerships with Jaman, www.agrobiznes.md, has shown to be a good tool for promotion, with a total number over 32,000 followers on Facebook page and the free Newsletter distribute weekly reaches the mailboxes of over 7,000 subscribers.

What did not work well:

1. Using TV channels are difficult to identify the feedback and impact; in the future we should be precise in selecting the specific programs, channels, and networks for the best potential results (e.g., a TV series/soap operas when promoting Pilot Women Grant). To schedule the ads into the appropriate time slots or spots to target the audience we need to communicate to.

Areas for improvement:

1. The establishment of new partnerships with institutions that have wide public, with the same goals as CPIU IFAD and with ability to transfer knowledge to potential beneficiaries.
2. Boost the documentation of the positive effects of projects carried out in Republic of Moldova by creating an archive on-line KM Resource Center

Table 1: Knowledge management action plan 2021

KM AREA	BASELINE (2017-2020)	OUTCOME	STAKEHOLDERS/ TARGET AUDIENCES	OUTPUT (knowledge products)	DISSEMINATION CHANNELS/EVENTS	RESPONSIBLE SM (action by)	USEFUL /POTENTIAL PARTNERSHIPS	TIMEFRAME	BUDGET
IRECR and RRP Knowledge generation	36 success stories; 77 promotional articles <i>Published on: CPIU website and social media; IFAD website</i>	Best practices and lessons learned are consistently used in project implementation, and disseminated to other projects and partners.	Rural targeted audience (potential and existing beneficiaries) UN in Moldova In-country NGOs Ministry of Agriculture, Regional Development and environment Republic of Moldova	RRP and IRECR documented lessons produced and shared: <ul style="list-style-type: none"> • 24 Promotional articles; • 24 Interviews-success stories; 	Online: <ul style="list-style-type: none"> • www.ucipfad.md- Project websites; • www.agrobiznes.md – service provider (thematic website); Social media: <ul style="list-style-type: none"> • Facebook; • Instagram; • YouTube; • Odnoklassniki. 	KM/COM officer with inputs from Component specialists and M&E officer etc.	<ul style="list-style-type: none"> • NGO; • Regional mass media 	2 promotional articles per month 2 interviews – success stories per month	USD 3564
RRP Knowledge generation	6 videos on climate change adaptation <i>Published on: CPIU social media, Agro TV channel, Agrobiznes portal</i>	Best practices of the farmers adaptation to climate changes as a way to promote and disseminate the benefits.	Rural targeted audience (potential and existing beneficiaries) UN in Moldova NGOs in Moldova/region etc Ministry of Agriculture, Regional Development and environment Republic of Moldova	<ul style="list-style-type: none"> • 6 videos (1.5 minute/each) on best practices of farmer’s adaptation to climate changes 	2 TV channels – identified Online: <ul style="list-style-type: none"> • www.ucipfad.md- Project websites; • www.agrobiznes.md – service provider (thematic website); Social media: <ul style="list-style-type: none"> • Facebook; • Instagram; • YouTube; • Odnoklassniki. 	Communication specialist/ASAP specialist	<ul style="list-style-type: none"> • MARDE; • Regional mass media • LPA 	By Q4 2021	USD 6000
RRP Knowledge generation	1 video on “Leader women voices” showcasing the impact of women	Empowering women in rural areas into evolve and access a	Rural targeted audience (potential and existing beneficiaries)	<ul style="list-style-type: none"> • 2 videos (1.5 minutes/ each) on best 	2 TV channels – identified Online:	Communication specialist/compo nent specialist	<ul style="list-style-type: none"> • MARDE; • Regional mass media; 	By Q3 2021	USD 2000

	in the development of rural regions	grant designed to help women in starting and expanding their businesses.	UN in Moldova NGOs in Moldova/region etc Ministry of Agriculture, Regional Development and environment Republic of Moldova	practices from RRP Women Pilot Grant from.	<ul style="list-style-type: none"> • www.ucipifad.md-CPIU website; • www.agrobiznes.md – service provider (thematic website); Social media: <ul style="list-style-type: none"> • Facebook; • Instagram; • YouTube; • Odnoklassniki. 		<ul style="list-style-type: none"> • LPA 		
RRP Knowledge generation	2 stories about Pilot Project beneficiaries; 1 informative article regarding the grand opportunities. <i>Published on CPIU website and agrobiznes.md (2019)</i>	Promote messages related to new masculinities and gender equality within the household through the communication and advocacy activities	Rural targeted audience (potential and existing beneficiaries) NGO in Moldova	<ul style="list-style-type: none"> • 2 stories on new masculinities and gender equality within the household 	Online: <ul style="list-style-type: none"> • www.ucipifad.md-CPIU website; • www.agrobiznes.md – service provider (thematic website); Social media: <ul style="list-style-type: none"> • Facebook; • Instagram; • YouTube; • Odnoklassniki. 	Gender focal Point/Communication Specialist/Component specialist	Regional mass media	By Q1 2021	
IRECR Knowledge generation	1 “Manual on conservation agriculture” edited (2020)	To print themed publications in order to promote resilience in the agricultural sector to climate change.	Farmers Ministry of Agriculture, Regional Development and environment Republic of Moldova	<ul style="list-style-type: none"> • 15 publications on resilience in the agricultural sector to climate change. 	<ul style="list-style-type: none"> • MARDE; • farmer organizations 	GEF/ASAP specialist, Communication Specialist	<ul style="list-style-type: none"> • MARDE; • Regional mass media 	Q4 2020 Q1 2021	MDL 230524.2 (this is the last contract payment, or should I indicate the exact amount for editing these 15 publications)

RRP Knowledge generation		Web banners design in order to promote the adaptation in production or processing activities to climate change	Rural targeted audience (potential and existing beneficiaries)	<ul style="list-style-type: none"> • 8 web banner promoting resilience in the agricultural sector to climate change. 	<p>Online:</p> <ul style="list-style-type: none"> • www.ucipifad.md-CPIU website; • www.agrobiznes.md – service provider (thematic website); • other portals <p>Social media:</p> <ul style="list-style-type: none"> • Facebook; • Instagram; • YouTube; • Odnoklassniki. 	ASAP specialist/ Communication specialist	<ul style="list-style-type: none"> • MARDE; • Regional mass media; • LPA. 	Q1 2021	USD 2000
RRP Knowledge generation	4 videos and 1 webpage on CPIU website in order to inform the entrepreneurs on how to manage money /time efficiently for a better business administration	Branding of the Financial Education Campaign	Rural targeted audience such as MSME (potential and existing beneficiaries)	<ul style="list-style-type: none"> • 1 Branding the Financial Education Campaign • 1 Guideline book/ Brand Book; • 1 Video spot for promotion of Financial Education Campaign (30" video) 	<p>Online:</p> <ul style="list-style-type: none"> • www.ucipifad.md-Project websites; • www.agrobiznes.md <p>Social media:</p> <ul style="list-style-type: none"> • Facebook; • Instagram; • YouTube; • Odnoklassniki. 	Credit Specialist/ Communication Specialist		Q1 2021 Q4 2021	USD 8500
RRP Knowledge generation	In 2019 a partnership was established in order to create and disseminate information (agrobiznes.md portal)	Knowledge management partnerships established	Regional mass media NGO Farmer Organizations Financial institutions	<ul style="list-style-type: none"> • Promote the use of partnering tools to assess the suitability and effectiveness of knowledge partnerships in different domains (1 per/year) 	Online/social media	CPIU team			
	CPIU has been a regular participant	Direct interaction with potential	Rural targeted audience (potential	Participation at "Moldagrotech"	<p>Online:</p> <ul style="list-style-type: none"> • www.ucipifad.md- 	CPIU team	<ul style="list-style-type: none"> • MARDE 	Q1 2021 Q4 2021	

	to exhibitions organized by the MARDE	beneficiaries, a good opportunity to obtain feedback.	and existing beneficiaries)	exhibition, under the umbrella of the Ministry of Agriculture, Regional Development and Environment. (2 times/year)	Project websites; • www.agrobiznes.md Social media: • Facebook; • Instagram; • YouTube; • Odnoklassniki.				
		A better understanding of the situation and the activities need to be undertaken to obtain a higher implementation of the project		- 4 seminars on mainstreaming topics in the rural development field: themes of youth, gender, climate and nutrition,	Zoom session	CPIU team		Q1 2021 Q2 2021 Q3 2021 Q4 2021	