APPEALS PROJECT

WORLD BANK

Agro-Processing, Productivity Enhancement and Livelihood Improvement Support Project

Federal Ministry of Agriculture & Rural Development

(WORLD BANK ASSISTED)

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KNOWLEDGE MANAGEMENT STRATEGY

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Abbreviations and Acronyms

APPEALS	Agro-Processing, Productivity Enhancement & Livelihood Improvement Support
APP	Agriculture Promotion Policy
ADPs	Agricultural Development Programmes/Projects
BTOR	Back To Office Report
CAC	Corporate Affairs Commission
CIGs	Commodity Interest Groups
CoPs	Communities of Practice
FMARD	Federal Ministry of Agriculture & Rural Development
FMIC	Federal Ministry of Information & Culture
FOs	Farmer Organizations
FRCN	Federal Radio Corporation of Nigeria
GAP	Good Agricultural Practices
Ha	Hectare
ICT	Information & Communication Technology
IDA	International Development Association
IERD	International Economic Relations Department
IFPRI	International Food Policy Research Institute
IITA	International Institute of Tropical Agriculture
IPF	Investment Project Financing
KM	Knowledge Management
KMCT	Knowledge Management Core Team
KMEC	Knowledge Management Extended Committee
KPI	Key Performance Indicator
KSP	Knowledge-Sharing Products
MDAs	Ministries, Departments & Agencies
M&E	Monitoring & Evaluation
NAERLS	National Agricultural Extension and Research Liaison Services
NAIC	Nigerian Agricultural Insurance Corporation
NAN	News Agency of Nigeria
NAPRI	National Animal Production Research Institute
NCAM	National Center for Agricultural Mechanization
NCO	National Coordination Office
NPC	National Project Coordinator
NRCRI	National Root Crops Research Institute
NSPRI	National Stored Products Research Institute
NTA	Nigerian Television Authority
PAD	Project Appraisal Document
PDO	Project Development Objective
PIU	Project Implementation Unit
PWDSN	Persons with Disabilities & Special Needs
R&D	Research and Development
SCO	State Coordination Office
SPC	State Project Coordinator
TA	Technical Assistance
WB	World Bank
WYEP	Women & Youth Empowerment Programmme

PREAMBLE

As results, experiences and lessons begin to emerge from project implementation, a comprehensive knowledge management framework would boost efficiency of decision-making ability along the three key thematic areas of the Project - Food Security, Export Potential and Livelihood Improvement. Therefore, a strategic Knowledge Management (KM) approach for the Agro-Processing, Productivity Enhancement and Livelihood Improvement Support (APPEALS) Project is imperative to build a smart system that helps to capture, manage and preserve the overall expertise, solutions and innovations realized from or held within the Project.

The strategy for APPEALS Project's KM is an implementation support framework designed to facilitate result delivery across the five Project components, focusing on lessons learned, best practices and innovations, to generate appropriate knowledge products that would help scale up productivity enhancement and value addition for small and medium scale farmers along the priority value chains in the participating states. This would be achieved by facilitating access to timely and relevant information and knowledge transfer to and among project-supported farmers, in areas such as information about Good Agricultural Practices (GAP) including control of pests and diseases, new markets, price trends, and weather situations.

In agriculture generally, Knowledge is considered as the fourth production component after labour, land and capital but Knowledge Management which is a relatively new subject in the agrarian sector is largely endangered. One of the key targets of this strategy is to see that the innovations, lessons, best practices and expertise generated from the APPEALS Project become a valuable addition to the body of knowledge in the development of Nigeria's agricultural value chains and as well, serve as a solution-pointer for future similar projects.

This strategy document therefore provides the framework for the implementation of KM under the APPEALS Project and shall be adopted at both national and state levels of project implementation. The Project Implementation Units (PIUs) shall execute targeted and well-defined Knowledge Management initiatives in line with relevant provisions of the Project Appraisal Document (PAD) and as stipulated in this strategy document. The National Coordination Office (NCO) shall provide overall coordination, oversight function and leadership in the implementation of the KM Strategy for all PIUs.

1.0 An overview of the APPEALS Project

1.1 Project Background

The Agro-Processing, Productivity Enhancement & Livelihood Improvement Support (APPEALS) is a Project of the Federal Government of Nigeria, initiated by the Federal Ministry of Agriculture and Rural Development (FMARD) in collaboration with participating states and supported by the World Bank. The Project which is an Investment Project Financing (IPF) was approved by the World Bank Board on March 23, 2017 and became disbursement effective on May 24, 2018, to be implemented for 6 years. The project is expected to close by September 30, 2023.

The Project was set up to support Small and Medium scale farmers in the six participating states, to demonstrate possibilities, opportunities and appropriate technologies, with Good Agricultural Practices (GAP) to improve productivity and commercialization of eleven selected priority agricultural Value Chains (Rice, Wheat, Cassava, Cocoa, Cashew, Aquaculture, Poultry, Maize, Dairy, Ginger and Tomato). The Project broadly aims to support the Federal Government's effort in strengthening Food Security, Export Potential and Livelihood Improvement. The project is being implemented through Business Alliances and Out-grower schemes.

In order to properly account for gender inclusion during implementation, the Project Monitoring and Evaluation (M&E) and information system includes a gender tracker to ensure adequate documentation on different categories of project beneficiaries.

1.2 Project Development Objective (PDO)

The Project Development objective of the APPEALS is to enhance the agricultural productivity of small and medium scale farmers and to improve value addition along the priority value chains in the participating states.

The PDO is being achieved through supporting farmers' productivity and their linkage to markets, facilitating consolidation of agricultural products and cottage processing, facilitating farmers and small and medium businesses' clustering and connection to infrastructure network and business services, providing Technical Assistance (TA) and institutional support both to beneficiaries, federal and state governments in value chain development. Increased productivity, production, and improving processing and marketing of the targeted value chains are expected to foster job creation along value chains.

1.3 Project's Rationale

The agriculture sector of Nigeria is characterized by low productivity; little and untimely access to inputs; lack of seed funds for establishing Agro-processing plants by producer cooperatives; lack of access to supportive infrastructure; challenging business environment; limited access to markets; low level of technology adoption; weak quality control mechanism; and low capacity at all levels. The production system has not developed in terms of significant value addition or processing and has remained a producer of mainly staple crops.

Following the Federal Government's policy thrust of promoting value chain approach to achieve the Agriculture Promotion Policy (APP) goal, the APPEALS project's intervention is designed to tackle key constraints, which hinder the development of the value chains, and prevent greater inclusion of small and medium scale farmers in agribusiness supply chains.

The APPEALS project aims to support the transition of small subsistence farmers' production system (farming 1-5 ha) to a market-oriented agricultural undertaking and supporting middle size farmers (5-10 ha) to address constraints in enhancing their productivity as well as effective participation in the value chains.

1.4 Project Components

The Project is being implemented under five Components:

i. Production and Productivity Enhancement
ii. Primary Processing, Value Addition; Post-harvest Management and Women & Youth Empowerment
iii. Infrastructure Support to Agribusiness Clusters
iv. Technical Assistance, Knowledge Management and Communication
v. Project Management and Coordination

1.5 Project Scope and Participating States

The Project is being implemented in six (6) states of the federation: Cross-river, Enugu, Kaduna, Kano, Kogi and Lagos. The target number of Project's direct beneficiaries is estimated at 60,000 individuals (i.e., 10,000 beneficiaries per state), and 300,000 farm household members as indirect beneficiaries. It is anticipated that 35 percent of direct beneficiaries (or 21,000 individuals) will be women. The project has in its design a sub-component aimed at motivating young men and women into agribusiness to reduce unemployment. The Women and Youth Empowerment Programme (WYEP) trains, empowers and mentors beneficiaries (women and youth) towards the development of agribusinesses expected to create jobs and improve their livelihoods. 5% of the WYEP beneficiaries will be People with Disability and Special Needs, PWDSN.

Each participating state is focusing on three promising value chains. This allows for greater impact and a focused approach, with priority given to structuring value chains with potential for geographic and vertical integration across the states. The value chains being supported by the project in each of the states are as follows:

State	Priority Value Chains
Cross-River:	Rice, Cocoa and Poultry
Enugu:	Rice, Cashew and Poultry
Kaduna:	Maize, Ginger and Dairy
Kano:	Wheat, Rice and Tomato
Kogi:	Cassava, Cashew and Rice
Lagos:	Rice, Aquaculture and Poultry

1.6 Criteria for Selecting the Priority Value Chains

The Project support is focusing on priority value chains as identified in Nigeria's Agriculture Promotion Policy (APP) also known as The Green Alternative (2016-2020). Priority value chains selected from the

APP's long list for the purpose of project support are: (i) staples with quick returns and benefits; (ii) products with potential for immediate improvement of food security; (iii) value chains to enhance the national production of crops (rice, maize, cassava and wheat); (iv) products with a potential for export and foreign currency earnings (cocoa, ginger and cashew); and (v) short-cycle, quick income generating high value products for livelihood improvement, particularly suitable for women and youth businesses such as horticulture, poultry and aquaculture.

2.0 Knowledge Management (KM)

2.1 Knowledge Management Defined

Knowledge Management has numerous and varying definitions, so much so that there is no single, non-segment specific definition that can serve everyone's needs, hence it is imperative to clearly define Knowledge Management within the context of every organization.

Tom Davenport in 1994 had offered a one-line classic definition of KM thus: "Knowledge Management is the process of capturing, distributing, and effectively using knowledge" which was considered too simplistic. A few years after the Davenport definition, the Gartner Group created another definition of KM, which has become the most frequently cited one (Duhon, 1998): "Knowledge management is a discipline that promotes an integrated approach to identifying, capturing, evaluating, retrieving, and sharing all of an enterprise's information assets. These assets may include databases, documents, policies, procedures, and previously un-captured expertise and experience in individual workers."

Re-echoing the dilemma associated with developing a universal definition of KM, Girard, J.P. in 2015 wrote "For many years I resisted offering a definition for knowledge management because whenever I included a definition in a talk, this would become the main focus of attention. It seemed many people would zero in on a particular word or concept and often ignore the larger message of the talk".

After years of sidestepping the question, Girard J.P and Girard, J.L. (2015) attempted to simplify the definitions of KM to capture the essence of KM in a variety of contexts through a collection of more than 100 KM definitions, spanning the academia, KM practitioners, government, for-profit sector, non-profits etc.; and when analyzed, the most common words appearing in the KM definitions were: knowledge, organization, process, information, use, share, create, and manage. Based on this review, they proposed a definition: Knowledge Management is the process of creating, sharing, using and managing the knowledge and information of an organization.

Attempting a KM definition, Sunil Kumar, 2017 broke down the two keywords 'Knowledge' and 'Management' and wrote: "Knowledge comprises of the attitudes, collective experiences, and established skills that empower an individual to consistently, scientifically and efficiently to perform a task. Management means the function that harmonizes the determinations of people to achieve goals and purposes using available possessions competently and efficiently"

For the purpose of this KM Strategy, the APPEALS Project shall adopt the World Bank KM definition as contained in the KM Guide – "Becoming a Knowledge-Sharing Organization: A Handbook for Scaling Up Solutions through Knowledge Capturing and Sharing" by Steffen Soulejman Janus (2016) which defined KM as: "A discipline that promotes an integrated approach to identifying, capturing, evaluating, retrieving, and sharing all of an enterprise's knowledge assets". These assets as identified by the Gartner Group may include "databases, documents, policies, procedures, and previously un-captured expertise and experience in individual workers."

2.2 Knowledge Management Under the APPEALS Project

Knowledge Management under the APPEALS Project is designed to generate knowledge from project activities and facilitate knowledge acquisition and experience sharing from within the country and across the world. The knowledge generated is expected to enhance effectiveness in project implementation and support the scaling up of project activities by leveraging federal and state government programs in agricultural productivity improvement and processing.

Eligible KM activities to be financed under the project include: (i) development of a central knowledge repository fed by inputs from local communities, agribusiness entities, extension workers, state ministries, development partners and FMARD, and validated by expert committees at federal and state levels. Systematic knowledge sharing, both vertically as well as horizontally between states, based on sound and results-oriented activities and program designs with a view to replicating effective local solutions across communities and states; (ii) capitalization of knowledge, generated under the project, and strategic studies relevant to the advancement of value chains development and commercial agriculture, and to fill identified knowledge gaps including but not limited to value chains competitiveness updates, technology screening and assessments, etc.

The effective creation, collection, and dissemination of technical knowledge, best practices, and lessons learned are no doubt critical to a successful project implementation. In this vein, the KM subcomponent is to help the Project capture, report and share lessons on what works and what does not work in the course of implementation.

2.3 APPEALS Knowledge Management Vision

The Vision of the APPEALS KM is to leverage implementation experiences, lessons learnt and innovations to facilitate the achievement of the PDO and to enhance learning, sustainability, best practices and the replication of project innovations.

To achieve the above vision, the Knowledge Management Strategy aims to:

- Facilitate knowledge-sharing among all stakeholders at national, state and community levels to improve learning, sustainability and replication of project innovations, solutions and best practices.
- Identify, capture and share experiences/effective solutions for integration and continuous improvement.
- Develop and disseminate knowledge-sharing products on project impact, initiatives and lessons learnt to influence scaling up of project interventions.
- Promote enhanced project coordination and collaborations with an enabling knowledge-sharing, learning culture and ecosystem.
- Strengthen partnerships for sustainable knowledge-sharing, learning networks and institutional memory.

3.0 The Knowledge Management Strategy

3.1 The KM Approach & Key Action Areas

This KM Strategy is built on key action areas to strengthen: (i) an enabling knowledge ecosystem (ii) knowledge generation and sharing (iii) knowledge storage, retrieval and re-use for sustainable institutional memory of the APPEALS Project. Looking at the four key elements of Knowledge Management (People, Process, Technology/Content and Strategy), the Project's KM approach will place People at the core of the strategy, recognizing that it is the knowledge of its people (staff and stakeholders) that ultimately drives the quality of its implementation results.

The APPEALS KM Strategy shall therefore integrate the various stakeholders identified in the PAD, and the actual collaborating players in the course of implementation across board, to deliver results that contribute significantly to project implementation efficiency and effectiveness.

3.2 Stakeholder Mapping

A robust stakeholder collaboration is imperative for a successful KM Implementation, hence the need to clearly identify the Project's stakeholders in the context of Knowledge Management, to serve as change agents within their individual groups for sustainable and mutually beneficial partnerships. The following categories of stakeholders are identified as critical actors in the APPEALS Project's KM Ecosystem:

- **Community level:** These include Extension Workers, Farmers, Farmers' Organizations (FOs), Women & Youth Organizations, Commodity Apex Associations, Commodity Interest Groups (CIGs), Community Leaders etc.
- **Local Government Level:** Local Government Departments of Agriculture, Local Organizations, Extension Agents etc.
- **State Level:** Participating State Governments, State Ministries of Agriculture, ADPs, Agribusiness entities, and Non-APPEALS Participating States.
- **Federal level:** Federal Government of Nigeria, Federal Ministry of Agriculture & Rural Development (FMARD), Projects Coordinating Unit (PCU), Federal Ministry of Finance, FMIC and other relevant MDAs.
- **Development Partners/Research Institutes/Collaborating Agencies:** These include international development organizations (IFAD, FAO etc.); R&D institutes such as IITA, IFPRI, Sasakawa, IAR, NAPRI, NAERLS, NRCRI, NCAM, NSPRI etc.

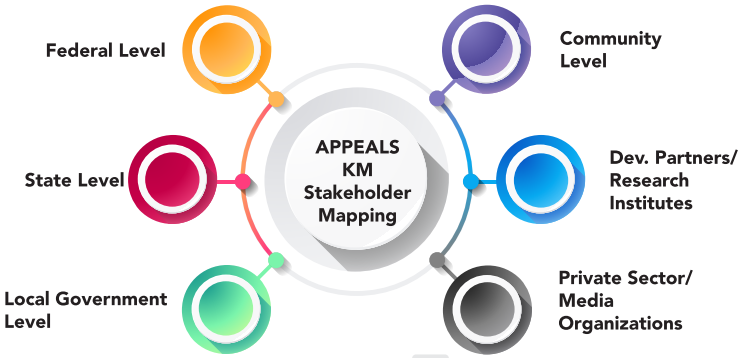

Figure 1: APPEALS KM Stakeholder Mapping

- Private Sector & Media: Off-takers, Out-growers, Processors, Marketing organizations, Service providers; print and electronic media such as National Dailies, NTA, NAN, FRCN etc

3.3 Knowledge Management Initiatives

The Project's KM Activities will be implemented across three major action areas:

i) Enabling Knowledge Ecosystem

Enabling an incentive structure for learning, sharing and encouraging innovation will be a major action area of the Project's KM Initiatives. This will include capacity building, training and awareness, Communities of Practice (CoPs) & networks, knowledge-sharing events like exhibitions, workshops, conferences & seminars, and other appropriate mechanisms to support knowledge development, usage and strengthening knowledge retention.

ii) Knowledge Generation, Identification, Capturing & Sharing

This entails the development of knowledge-sharing products through knowledge based on evidence, best practices and lessons readily searchable, available and replicable, and interventions designed using best available knowledge.

iii) Knowledge Storage, Retrieval and Re-Use

This encompasses an integrated system for capturing, organizing, storing and re-using knowledge at Federal, State and Community levels; improving curation, and scaling up of good practice as well as IT solutions and platforms for institutional memory retention. Information and Communications Technologies (ICT) plays a critical role in this action area to facilitate knowledge codification, storage, sharing and enhanced e-learning.

3.4 Action Plan & Initiatives

A matrix of the KM Initiatives /Action Plan is presented below in Table 1:

S/N	Activity	Description	Responsible	Expected Outcomes/Results	Timeframe
Activity Area 1: Enabling Knowledge Ecosystem					
1	Knowledge Audit/Needs Assessment	Identification of knowledge gaps & knowledge sources within the project and the appropriate tools for knowledge-sharing	NCO-SCOs	Knowledge gaps, sources and knowledge-sharing preference identified	September, 2020 (Implemented, to be consolidated)
2	KM Strategy Design, review and Validation	Strategy draft for implementation framework, responsibilities & governance structure (Constitution of KM Teams/Committees)	NCO/Core KM Teams	KM Strategy Document	May/June 2021
3	Capacity Building & Learning Opportunities	Training, Seminars, CoPs Meetings, Learning Networks, knowledge-sharing events and other mechanisms.	NCO-SCOs	Capacities of APPEALS Staff and collaborating partners improved	Continuous (2020 -2023)

4	Knowledge Culture Incentives	Incentives to promote the theory and practice of change – to move from knowledge hoarding to sharing. ("Knowledge-sharing is power").	NCO-SCOs	Stronger learning culture established	Continuous (2020 - 2023)
Activity Area 2: Knowledge Generation, Identification, Capturing & Sharing					
1	Knowledge Inventory	Stock-taking of knowledge assets	NCO-SCOs	Knowledge assets adequately captured and documented	Annually
2	Knowledge sharing/exchange visits	Promote exchange of knowledge & replication of best practices/innovations	NCO-SCOs	Knowledge & Capacities of APPEALS Staff/collaborating partners improved	Continuous
3	Learning/ innovation platforms e.g. Farmers' Field Days	Promote GAP/ innovations among project-supported farmers along the priority value chains	SCOs	Learning and experience-sharing events organized	Continuous
4	Exit Interviews	Introduce enhanced handover processes to mitigate risk of knowledge loss due to staff mobility.	NCO-SCOs	Institutional memory preserved	Continuous
5	Production of knowledge sharing products	Apply effective communication strategy to develop and disseminate Knowledge-sharing products in line with KSP checklist/criteria	NCO-SCOs	Knowledge-sharing products (KSPs) developed and disseminated – KPI target is met	Continuous
Activity Area 3: Knowledge Storage, Retrieval and Re-Use					
1	Knowledge Repositories	ICT-enabled central knowledge repository at national level and digital/ physical libraries at State levels	NCO-SCOs	Institutional memory preserved. Readily searchable, available & replicable formats	May – October 2021
2	ICT support tools & digital platforms	Innovative technology solutions to support access to stored knowledge, virtual meetings, workshops, communities and networks etc.	NCO-SCO ICT	Timely and easy access to knowledge assets	Continuous

3.5 Expected Outcomes

Upon successful implementation, the expected outcomes of the KM Strategy include:

- Scaled up development results
- Enhanced use of evidence-based and experiential knowledge
- Stronger learning, experience-sharing and knowledge-sharing culture
- Interventions designed using best available knowledge
- Approaches and tools to maximize learning and knowledge flows
- Evidence, best practices and lessons readily searchable and available

- Knowledge-sharing products developed and disseminated
- Integrated systems for capturing, organizing, storing and sharing knowledge
- External knowledge leveraged through partnerships and global engagement
- Incentive structure for learning, sharing and innovative behaviours in place
- Capacities of APPEALS Staff and collaborating partners improved

4.0 The APPEALS KM Team: Implementation Structure

4.1 Roles and Responsibilities

The KM activities will be carried out at all project implementation levels with close collaborations among components/departments and units. The general responsibilities of the implementing team include knowledge identification, facilitation of knowledge and learning networks across national and state levels; among project staff across PIUs; beneficiary farming communities etc.; building and managing CoPs, technical support to knowledge-sharing and learning, development and dissemination of knowledge products, and other eligible activities captured under section 2.1 of this Strategy. The National Office will coordinate KM activities across all the PIU levels, providing the guidance and leadership needed for strong teamwork and collaborations.

4.2 National Level

At the national level, the departments of M&E, Communications and Operations shall in close collaborations facilitate the implementation of the Project's KM. These departments and other relevant technical/subject matter specialists will constitute a KM Committee to be known as the KM Core Team (KMCT), chaired by the National Project Coordinator (NPC). A KM Lead Person to be nominated by the National KMCT will provide leadership for the Project's KM implementation and all the implementing teams across all PIUs.

4.3 State Level

Similarly, at the state level, the KMCT chaired by the State Project Coordinator (SPC) and comprising M&E, MIS/ICT and Communications Units in collaboration with other relevant technical staff in the KM Core team shall facilitate the implementation of the KM Strategy and Action Plan. A KM Focal Person to be nominated by the KMCT shall be responsible for following up on the implementation of initiatives and reporting progress for the SCOs.

4.4 Roles & Responsibilities for Members of the KM Core Teams

Table 2 below explains the roles and responsibilities of members of the KM Core Teams across the states:

ROLES AND RESPONSIBILITIES FOR MEMBERS OF THE KM CORE TEAMS	
Title	**Roles and Responsibilities**
Chairman	Overall supervisory responsibility for the successful execution of the KM Strategy in the PIU; and ensures that the KM Team has adequate resources to execute the action plan in conformity with best practices/KM needs of the project; and arbitrates in any dispute arising over assigned responsibilities and execution of activities.
KM Focal Officer	• Accountable for Knowledge content, effectiveness of usage and contributions within the PIU and stakeholders community • Ensure targets set by the team are reached in terms of the quality and the quantity of knowledge products • Prepare the documentation of KM activities and implementation and analytical report at the PIU level with inputs from the Team • Propose and promote creative initiatives/solutions for knowledge management and guide the Community of Practice (CoP) initiatives at the PIU level • Support all components in integrating KM in all aspects of their operations/activities

CO	• Provide communications advice/guidance and promotes awareness and acceptance of the Knowledge Management process within the PIU/Stakeholders' community • Produce and disseminate KSPs (documentaries, newsletters and success stories) to prioritized audiences/stakeholders • Promote internal and external access to knowledge resources using strategic communications with stakeholders across the KM partnerships • Facilitates tacit knowledge harvesting through strategic interviewing process
MIS/ICTO	• Interfaces with other team members to ensure processes are put in place to capture data, information and knowledge • Support the development of the web-based knowledge repository to promote effective knowledge capitalization • Initiate the digital infrastructure required to facilitate internal knowledge storage, retrieval & sharing • Support the developments of online Knowledge-sharing tools suitable for the PIU, advice and support project staff with online tools usage; and monitor web analytics of the tools usage and outcomes
PES	• Identify new solutions/innovations and technologies relating to the development of the priority value chains, production, productivity enhancement etc for adequate documentation as success stories • Build and promote partnerships with collaborating research institutes/extension services/ technology innovation centers in the areas of knowledge identification, acquisition and sharing amongst project supported beneficiaries • Promote experience-sharing relating to GAP, Climate-smart and nutrition-sensitive agricultural practices
MEO	• Monitor and review the execution of the Knowledge Management process to ensure it remains consistent with the Project KM strategy. • Evaluate and report on performance metrics against the defined critical success factors. • Suggest actions to correct observed shortcomings
Three Other Members	Each PIU should identify the relevant skills of the other three members and align each to support in any of the four key activity areas.

4.5 KM Teams' Meetings

Regular meetings by the KMCT are imperative for a successful implementation. The KM Core Teams across all PIUs or their representatives (National and States) shall therefore leverage ICT/virtual communication tools to meet regularly to develop solutions for KM challenges as they arise, identify gaps, propose new initiatives, and contribute to the development of KM-related capacity-building activities, including support for the implementation of the action plan, as well as reporting on progress of the strategy/action plan implementation

5.0 Knowledge-Sharing Products (KSPs) & Project Intellectual Assets

Knowledge-sharing Products are actionable information materials derived from expertise, research, success stories or lessons learnt. The KMCT at the state levels shall serve as the initial clearing house for all KSPs developed while the National KMCT shall be the final clearing house for all KSPs developed and disseminated.

5.1 Checklists/Criteria for selection of KSPs

In the context of the APPEALS Project, knowledge-sharing products may be in the form of text or multimedia (audio/audiovisual), including but not limited to the following:

a. Text: Reports, Strategies, Newsletters, Success stories, Manual/Guides, Package of Practice, How-To-Dos etc.)
b. Audiovisuals: Expository documentaries (of knowledge-imparting nature), success stories, infographics, cartoons, illustrations etc.

For a material to qualify as a knowledge product or knowledge-sharing product (KSP), they must be: (i) Relevant (ii) Replicable (iii) Recordable (iv) Shareable; and of (v) High Quality

5.2 Project Intellectual Assets

Building a strong Intellectual assets base for the APPEALS Project is a prerequisite for a robust knowledge capitalization. Knowledge capitalization for the project will therefore benefit from a number of best practices and knowledge-sharing culture. The following best practices shall feed into the project's knowledge assets base:

(i) Back to Office Report (BTOR)

This applies to each time a staff member of the Project travels (in-country or abroad) in an official capacity including but not limited to Workshops, Conferences, Study Tours, Learning Exchange Visits etc. After each of these exercises, back-to-office-report is produced for the purpose of knowledge capturing. This report should be short (1-2 pages), and should include the following elements: (a) purpose of the trip (b) description and outcome of activities, stakeholders met etc. (c) lessons learnt (d) essence for the Project (e) recommendations and next steps. The report should be sent to the NPC (through the SPC if from the state PIUs) copied to the M&E, Operations and KM Focal Person seven days upon returning from the field trip. This shall be reviewed and uploaded in the appropriate format to the central knowledge repository and made accessible to all staff and relevant stakeholders.

(ii) Technical Meetings Report

Each technical meeting held with stakeholders should be adequately documented and timely reported. The meeting report should be sent within seven days following the meeting to the NPC (through the SPC if from the state PIUs) and copied to the KM Lead Person and KMCT. These reports shall be reviewed and uploaded in the appropriate format to the central knowledge repository for easy access.

(iii) Survey, Study/Consultancy Reports

The Project regularly engages the services of consultants to carry out studies/research on relevant

subject matters. At the completion of these consultancy services, final reports are submitted. These reports should be sent within seven days of submission to the NPC (through the SPC if from the state PIUs) and copied to the KM Lead Person and KMCT. This shall be reviewed and uploaded in the appropriate format to the central knowledge repository for future reference.

(iv) Staff Meetings/ Virtual Collaborations

Staff General Meetings shall be held on a monthly basis across all PIUs. These meetings will enable staff to interact and share information/knowledge on Project's activities, evaluate collaborations, possibilities and plan future implementation activities. With technological innovations, increased efficiency and collaboration is made possible through regular virtual meetings, corporate blogs via official website, WhatsApp messaging, webinars, intranet and shared drives e.g Google drive etc.

(v) Success Stories/Innovations

Success stories and innovations help to capture experiences and solutions that worked, for future references and replication. For effectiveness, success stories must capture these essential elements: (a) Context & Challenge (b) Action Steps & Solutions (c) Results (d) Lessons Learned and (e) Recommendations. A standard template for capturing success stories and innovations is designed to guide all the implementing teams to capture their success stories in a uniform manner and in line with the essential elements highlighted above. The template is presented in Annex I.

6.0 Measurement of Impact and Success

6.1 PDO Level Results Indicator

A comprehensive monitoring and learning system will help to measure the impact and success of the KM implementation. The results measurement framework shall be guided by the Intermediate Results and Indicators (KRI) for Knowledge Management as defined in the (PAD). Under Component 4.2 of the PAD, the KM KRI are measured by the Number of knowledge-sharing products developed & disseminated, as shown in table 2 below:

Table 2 – KM Intermediate Results & Indicator

Intermediate Results and Indicator for Knowledge Management												
PDO Level Results Indicator	Core	Unit of Measure	Baseline (Dec 2016)	Cumulative Target Values						Frequency	Data Source/ Methodology	Responsibility for Data Collection
				Year 1	Year 2	Year 3	Year 4	Year 5	Year 6			
Number of knowledge-sharing products developed and disseminated	☐	Number	0	0	5	10	15	25	30	Annual	Project progress reports	SCO/NCO Consolidates

Other methods including focus groups; continuous feedback, lessons documented, storytelling etc. shall be used to track how knowledge products, exchange and KM initiatives have led to tangible improvements in terms of knowledge acquisition/use; support to scaling up of successes, effectiveness of CoPs/networks and the KM strategy implementation.

6.2 Assessment of Risks to Successful Knowledge Management

The multi-departmental collaborative approach adopted for the implementation of this KM strategy is no doubt, prone to some level of risks that could negatively impact the successful implementation of the KM strategy. However, the risks are estimated at low level in anticipation that with mutual cooperation among all the implementing teams at the PIUs, and with adequate support from the Project's leadership and the World Bank's KM Unit, the minimal risks would be easily overcome. See detailed risk management strategy in Annex II.

6.3 APPEALS KM Needs Assessment Survey and Key Findings

A simple in-house KM Needs Assessment Survey was carried out with the aim of identifying knowledge gaps and knowledge sources in the project in order to design appropriate tools to adopt for knowledge-sharing and management among staff and beneficiaries of the APPEALS project.

The survey shows that an average of 53.9% of project staff members is very knowledgeable in the five components of the project and 81.4% obtain knowledge on project components from meetings.

Knowledge of the project is being transferred to project beneficiaries majorly via sensitization & advocacy visits and meetings/seminars/workshop while WhatsApp and meetings remain the highest sources of project information currently with 63.1% and 59.2% respectively. It is also the project staff's most preferred platform for sourcing information regarding the project.

To the project staff, knowledge management revolved around Information management, capacity building and exchange of skills and experiences. 60% were of the opinion that lack of good understanding of the subject matter is the major challenge being faced in the effective implementation of Knowledge Management within the APPEALS Project.

Key Findings & Conclusion
The Quick survey reveals as follows:

i. That the understanding of meaning and application of knowledge management among the project implementers whose average age range falls within 30-40years is predominantly average 50% i.e 65/130*100 = 50%

ii. That implementers are a little averse to sourcing their information from published materials and more tilted to getting their knowledge materials from Meetings/ seminars/ workshops and more importantly from WhatsApp and social media mostly. Those who receive their information from e-mail (website) are far and in between. Representing only (54.6%)

iii. Lack of good understanding of KM objectives and strategy for its implementation was fingered as a major challenge. About 60% of respondents are in this category.

iv. Opinions vary widely over the respondents understanding of each of the five components of the Project and hence the understanding of APPEALS KM. For component 1 "Production and Productivity Enhancement" understanding level is put at 76/130*100= 58.5% while component 2 Primary Processing and value addition's highest understanding is put at 60/130*100. = 46.1%. Infrastructure support to agribusiness clusters has a very low understanding of 59/130*100 = 45.4%

v. Effect of training on KM was divided as 38/130 agreed that lack of training has effect while 31/130 respondents disagreed.

vi. The respondents agreed that equipment are available to carry out their assignment towards the realization of KM goals.

vii. Successful understanding of KM is believed to be of help to the delivery of project goals as its improved relationship between implementers and beneficiaries as well as among implementers themselves.

In conclusion therefore, the survey shows a gleam of hope that a good number of project

implementers have some level of understanding in the area of KM. Much less is however known about the reason and strategies for managing and sharing such information. The findings underlined the need to develop appropriate KM implementation strategy and action plans towards the realization of the APPEALS KM, to facilitate the achievement of the Project Development Objective.

There may also be the need to expand the scope of the simple survey to cover the different types of beneficiaries and stakeholders covered under the project.

We also need to develop strategies and action plans for more implementers to be ready to learn the improved skills e.g., to carry out simple surveys from publications and websites which is currently at 56.2%. Currently, most of our implementers are very good at sourcing their information from short space media such as WhatsApp and social media, reading from publications will be added advantage.

6.4 KM S-W-O-T Analyses

Each of the six participating states under the APPEALS took part in a KM SWOT (Strengths, Weaknesses, Opportunities and Threats) Analyses, carried out as part of the Stakeholders' Sensitization and Training workshop on Knowledge Management that was held, preparatory to the development of the KM Strategy.

Applying experiences from their respective PIUs, each state was able to identify taxonomy of Strengths, Weaknesses, Opportunities and Threats (indicating challenges and effective solutions across the PIUs). The respective analysis show the participants demonstrating a good understanding of the lessons taught during the technical sessions.

The results of the various analyses by the states would be applied in the implementation of this strategy at each PIU level.

6.5 The BEEM Approach

The BEEM which stands for (Build, Eliminate, Explore and Minimize) is a management strategy designed to address our KM SWOT. We build Strengths, Eliminate Weaknesses, Explore Opportunities and Minimize Threats.

Figure 2: BEEM & SWOT Approach

7.0 Conclusion

The strategic approach stipulated in this KM Strategy document for implementation under the APPEALS Project is designed to contribute significantly to enhancing project sustainability, preservation of knowledge wealth and experiences emerging from implementation, well beyond the Project's life span. Ultimately, the successful implementation of the strategy will improve performance, competitive advantage and innovation, sharing of lessons learnt and continuous improvement for the APPEALS Project. This strategy will therefore, guide the APPEALS Project towards a well-integrated and more effective Knowledge Management which supports the Project in achieving its Development Objective.

ANNEXES

ANNEX I: Standard Template for Success Stories

[T I T L E]

Executive Summary

Value Chain:
Stakeholder:
State:
Target Audience:
Keywords:
Author(s) and Contact Information:

[Summarize the key points of the document. Describe the general context of the event, problem, challenge and what this success story will cover.]

Context and Challenge

[Write here the answers to questions about the challenge or problem. What is the background of the challenge or problem? Where it is situated? Who is involved? Describe what the existing situation was before the action steps and solutions happened. Where and when did this happen? What exactly is the challenge or problem? What was the situation or the problem before the intervention? What caused this challenge or problem? What are the consequences of the challenge or problem? These are facts. Add images where helpful.]

Action Steps and Solutions

[Write here the answers to questions about the solutions. What solutions and actions were undertaken to overcome the problem or challenge? Who undertook action? How? What worked well? What did not work well? Etc. Add images where helpful. This will be the longest section and describe the HOW that others can use to replicate good practices. These are facts.]

Results

[Write here the answers to questions about the results. What were the results of the action steps and solutions to overcome the problem or challenge? What worked well? What did not work well? These are facts. Add images where helpful]

Lessons Learned

[Write here what the expert(s) would do differently next time in the same situation? Why? How? These are interpretations based on reflection. Add images where helpful.]

Recommendations

[What does the expert recommend others to do if they find themselves in the same situation? How can these good practices be replicated by others? What does the expert recommend others not to do? How can problems like this in the future be avoided? These are interpretations based on reflection. Add images where helpful.]

Resources and Reference Materials

[What resources (experts, books, web sites, videos, audio, images etc.) can be consulted in order to learn more about this challenge or solution? Provide a list of references to sources and resources that were used to compile this document and that you consider useful for the reader when he/she wants to find out more.]

ANNEX II:Risks to Successful KM Implementation

Risks to Successful Knowledge Management				
KM Area	Risk	Impact	Mitigation Strategy	Remark
People	- Poor understanding of APPEALS KM among key staff	APPEALS PIUs and implementing units do not collaborate on knowledge development	Sensitization Workshop on KM for Key Staff of the Project to aid understanding of KM in the context of the APPEALS Project	Done, t consolid
	- KM Core teams lack capacity to effectively implement	Diminished benefits to APPEALS in terms of specialized technical knowledge.	Targeted capacity building workshop for KM Focal Persons	Planned
Process	- Lack of KM Strategy	Lack of clear vision and direction for effective KM implementation	Strategy document drafted to specify the governance structure, expectations and responsibilities.	Ongoing
	- Absence of corporate processes for on-the-job tacit knowledge-sharing	Low level of new knowledge being generated, leading to project being less innovative /solution-oriented	Strengthening knowledge networks and learning through CoP meetings,	Planned
Technology	Poor attitude towards the use of digital knowledge sharing tools	The Project is unable to quickly mobilize teams for knowledge sharing, data collection etc.	Continuous sensitization & reward system to encourage staff to embrace the use of existing ICT/data collection tools/platforms to facilitate timely access knowledge exchanges	Planned
	Barriers to physical learning networks due to COVID-19 disruptions	Robust learning experience from peer networks derailed	Provision of innovative technology solutions to support virtual meetings, workshops, communities and networks in a decentralized manner,	Ongoing

APPENDIX

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