

**MDG-F KNOWLEDGE MANAGEMENT PLANS
FINAL REPORT**

REPORT COVER PAGE

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<p>Project Title: Knowledge Management Initiative for the Children, Food Security and Nutrition window of the MDG Fund</p> <p>Project No: 070652/203/53/SI 100033</p>	<p>Project Duration: 3 years 15th March 2010 – 30th August 2013</p> <p>Reporting Period: 3rd October 2012 – 30th August 2013 (Final)</p>
<p>Project Budget (in US\$):</p> <p>750 000</p>	<p>Abbreviations and Acronyms:</p> <p>Children, Food Security and Nutrition (CFSN) Community of Practice (CoP) Country Office (CO) Headquarters (HQ) Joint Programme (JP) Knowledge Management (KM) Knowledge Product (KP) MDG Achievement Fund (MDG-F) Scaling Up Nutrition (SUN) Non-governmental organization (NGO)</p>

I. PURPOSE

1.1 Please describe the main goals and objectives of the plan

The goal of the Children, Food Security and Nutrition (CFSN) Knowledge Management (KM) Plan was to promote and support knowledge management activities for the 24 Joint Programmes (JP) supported by the MDG-F in this thematic area. The Plan set out to facilitate knowledge generation from joint programming experiences and support knowledge exchange, with the sharing and dissemination of lessons learned. To this end, the KM Plan sought to enhance current JP implementation, inform future programmes and policies, and ensure sustainability of selected outcomes and experiences of the MDG-F's CFSN Joint Programmes.

1.2 Context

It is important to note several developments that have taken place in the global nutrition system during the time of MDG-F joint programming experience.

The most significant development has been the growing momentum of the Scaling Up Nutrition (SUN) movement. SUN was not formally in place at the start of the CFSN Joint Programme process, but has been catalytic in building global and national commitment for food security and nutrition in many countries where MDG-F programmes were in place. Of the 24 JP countries, Bangladesh, El Salvador, Ethiopia, Guatemala, Mali, Mauritania, Mozambique, Niger, Peru and Senegal have signed up to SUN, signifying their national commitment to scaling up nutrition. Furthermore, REACH (Renewed Effort Against Child Hunger and undernutrition), which coordinates and combines efforts by FAO, UNICEF, WFP and WHO, is active in Bangladesh, Ethiopia, Mali Mauritania, Mozambique and Niger.

Several events and high-level meeting have presented the case to invest in Nutrition. In 2012, the Copenhagen Consensus hailed packages of interventions to address child undernutrition as the most beneficial investment to improve global welfare. In 2013, UNICEF's Nutrition Report, entitled '*Improving Child Nutrition: The attainable imperative for global progress*', was launched at the at the Hunger - Nutrition - Climate Justice Conference in Dublin, April 2013. This report featured the MDG Achievement Fund experience, and was disseminated to a broad range of stakeholders from national governments, international agencies, non-governmental organization and civil society.

Several other high-level meetings in London, Madrid and elsewhere, together the launch of the second Lancet series on Maternal and Child Nutrition in June 2013, have further reinforced the importance of addressing nutrition. These findings have lent further credence to the MDG-F's investment in CFSN thematic area, which received the largest allocation of thematic funding. With this heightened interest, also comes the expectation of results; this makes documenting the MDG-F's experience in Joint Programming even more important.

To this end, the MDG-F organized a two-day workshop in March 2013 on "Addressing Jointly Food and Nutrition Security." This brought together several experts from government, UN Agencies, academia and civil society, to analyse and reflect on the main lessons learned from the MDG-F experience. This initiative contributed to discussions on the post-2015 agenda which will guide the future global strategy for addressing hunger, food security and nutrition.

2. FINANCIAL RESOURCES

2.1 State any budget revisions approved by the appropriate decision-making body (if applicable)

The financial resources allocated to the CFSN-KM Plan are USD 750,000.

During this reporting period, the deadline for this Plan was extended to 30 August 2013¹, following approval of a no-cost extension by the Secretariat to finalise on-going activities and complete new additions to the workplan.

The remaining budget, as of 19 September 2013, was USD 7.

2.2 Provide information on additional financial resources obtained to fund the plan (if applicable)

No additional resources have been obtained.

3. IMPLEMENTATION ARRANGEMENTS

3.1 Describe the primary implementation arrangement used for the plan, including the human resources allocated (funded by the MDG-F and/or the convener agency)

The CFSN-KM Plan is coordinated and implemented by the Knowledge Management Focal Point based in the Nutrition Section at UNICEF headquarters. This full-time position, created with funding from the MDG-F, oversees the design, implementation, monitoring and reporting of the CFSN-KM Plan under the direct supervision of the Chief of the Nutrition Section at UNICEF.

The implementation is further supported by the staff members of the Nutrition Section at UNICEF headquarters and other specialists at the regional and country level. Strategic advice and implementation is also supported by the MDG-Fund Secretariat, through thematic, regional and KM focal points.

The KM Focal Point is the connection between the network of the 24 JP coordinators and the headquarters of the participating agencies. This focal point 1) collects, systematises and disseminates information and knowledge products relating to this thematic window, 2) coordinates knowledge capture and sharing activities among the JPs, 3) organises regional workshops and learning events, 4) populates, manages and moderates the electronic knowledge sharing platform, Teamworks.

3.2 List any partnerships and inter-agency collaborations

Since its inception, the CFSN-KM plan sought to build interagency collaboration. FAO and WFP assisted with defining the initial objectives of this thematic window's KM Plan. Furthermore, representatives from other agencies (e.g. WHO), from NGOs (e.g. Helen Keller International, Micronutrient Initiative), and academics were involved in the selection and recommendations for the JPs in this thematic window.

¹ The original end date at the start of this reporting period was 30 June 2013. This was extended to 30 August 2013, following no-cost extension requests.

During the CFSN-KM's implementation in this reporting period, further collaborations have been supported. In particular, effort has been made to coordinate KM activities with REACH, PAHO and FAO, which has been facilitated through the MDG-F Secretariat. Activities related to the cross-cutting papers and case studies involved partners; for example, with the development of the paper on "*Addressing malnutrition multisectorally*," FAO provided information on a specific case study on school-feeding programmes, the World Bank contributed to writing and providing information on social protection schemes, and PAHO supported the field visits and stakeholder interviews for the expert consultant.

The closing workshops presented another opportunity for partners to come together. In The Americas region, the closing workshop was held jointly with PAHO, supporting an ongoing partnership agreement with the MDG-F Secretariat. This allowed all agencies to work collaboratively on systematising the lessons learned from this region. Regional representatives of WFP, UNICEF, FAO, WHO and REACH were also invited to participate in the closing workshop in Asia.

The CFSN-KM Plan has continued to benefit from collaboration with the KM Focal Points of the other thematic windows of the MDG-Fund. Following the Global KM Workshop organised by the MDG-F Secretariat in 2012, there has been regular contact with other KM focal points, including the development of a joint cross-sectoral workshop proposal (with SIWI, UNEP and UNDP). The CFSN-KM Plan, at the request of the Secretariat, agreed to the new activity of contributing to the MDG-F wiki (led by UNEP).

At the country-level, ongoing partnerships between the CFSN-KM Plan and JP coordinators, national governments, NGOs and other partners have been reinforced by further KM activities (case studies, cross-cutting papers, newsletters, knowledge exchange initiative).

3.3 Please list monitoring or evaluation mechanisms in place to assess progress towards results

The key monitoring and evaluation mechanisms in place are continuous assessment of progress in relation to targets established by the CFSN-KM Plan. Such assessments are formalised in annual reports submitted to the Secretariat which present a global assessment of the achievements towards the goals, along with the revised workplan and budget allocations. An additional Progress Utilization Reports, with the last report prepared in March 2012, covered progress of the CFSN-KM Plan since its inception. No external evaluation of the KM plan has been conducted.

Other measures that have been used to monitor progress include 1) assessment by participants of the regional workshops and the training received at these learning events, 2) assessment of the number of users and participation on the window's KM Space on Teamworks, 3) satisfaction of JPs and other partners in accessing KM learning materials KM products.

There is also a regular informal assessment of the KM plan and progress by the MDG F Secretariat. Informal feedback was also received from other KM focal points and KM experts at the KM workshop held in March 2012.

4. RESULTS

4.1 Please provide a brief overall assessment of the extent to which the components of the plan are progressing in relation to the outcomes and outputs expected for the year (October 2012- August 2013).

The main achievements of the CFSN-KM Plan have been supporting the development of KPs (cross-cutting papers; lessons learned; and case studies); developing and disseminating KM tools to facilitate the capture of knowledge from the JPs; supporting knowledge exchange through the upcoming knowledge exchange initiative; supporting an Community of Practice within the CFSN-KM Plan supported by Teamworks, and regular KM newsletter. Through these processes, the networking and collaboration between the JPs, other UN partner agencies and other partners have been strengthened.

The CFSN-KM Plan has been successful in achieving the outputs and outcomes envisaged, albeit with some delays. There was no KM Focal Point to coordinate activities for seven months during 2011/2012 but once the new KM Focal Point took up the position in February 2012, activities were resumed although it took time to build up new relationships and momentum. An on-going challenge was gaining support and interest from the Joint Programmes, which were busy with programme implementation and other donor requirements, and this incurred significant delays in organising field visits and implementing other KM activities. Support from the Secretariat was requested in certain cases to effect responses from the JPs.

At the close of the KM plan in August 2013, the agreed deliverables were submitted on time (see Annex 3). In addition, new requests to the workplan from the MDG-F Secretariat were accommodated and a no-cost extension was granted to complete these extra activities (as detailed below). As the Secretariat were keen for the CFSN thematic window to contribute to the MDG-F wiki, this activity is continuing after the KM plan formally closes; this also requires additional support to upload content onto the website.

4.2 Indicate the main outputs and outcomes achieved in the reporting period. Below is a brief narrative on the main outputs and outcomes.

Outcome 1. Knowledge is developed among the JPs of the Children, Food Security and Nutrition KM Plan

Output 1.1. Knowledge products in the CFSN- KM Plan developed and disseminated

Consultants were recruited to support three cross-cutting papers; these papers were completed in first and second quarters of 2013, and later edited, copy-edited and designed for publication. Discussions with select JPs were carried out to set up, design and implement case studies on topics selected by the JPs, and 5 case studies were funded by the KM Plan and 2 case studies funded through other sources. Knowledge products (lessons learned, good practices, innovations) were collated from more than two-third of the JPs.

Output 1.2. KM Tools for collection of data and information developed and disseminated to JPs and partners

A guidance note was completed to assist the JPs with documentation, which was disseminated through Teamworks and the KM newsletter. Three KM templates were made available on Teamworks. For the case studies, TORs and case study protocols were devised to support the JPs in the recruitment and design of the case studies.

Output 1.3. Experiences from JP implementation identified, systematized and disseminated

As knowledge products were gathered, they were disseminated on Teamworks. Documentation has been systematised and sent to the MDG-F Secretariat, for upload to the MDG-F document library and the MDG-F wiki. One cross-cutting paper has been submitted to an academic journal, and a separate summary has been

submitted for publication the upcoming UNSCN News publication. The MDG-F experience was included in UNICEF's Nutrition Report, which has been widely disseminated (print and online). Dissemination activities will continue after the KM plan has closed.

Outcome 2. The knowledge developed on Children, Food Security and Nutrition is shared across JPs, UN agencies and other partners

2.1. Information and data on the implementation of the CFSN JPs collected, systematized and disseminated through Teamworks, and other fora

All products and information, such as the KM Newsletter, have been disseminated via Teamworks and email. At closing workshops and the MDG-F's Madrid workshop, key findings from the MDG-F experience have been presented and discussed.

2.2. Three regional workshops organized to share the knowledge acquired during JPs' implementation

Three opening regional workshops were completed in the first reporting period.

2.3 Global closing workshop(s) organized to share the knowledge acquired during JPs' implementation and develop sustainability strategy for the CFSN-KM Plan

Two regional closing workshops were carried out in April and May 2013. (One planned workshop in Africa did not take place due to poor response from the JPs to participate).

2.4 [New] Knowledge exchange initiative launched to share experiences across JPs

Following the Global KM Workshop in March 2012, this new output was added to the workplan following an informal discussion with some JPs. Several JPs expressed interest in this opportunity for knowledge exchange, more so than anticipated and budgeted for. The selected regional exchange, funded by the KM Plan, took place in 2013.

2.5 [New] Support other KM activities, according to needs of JPs

Following the Global KM Workshop and subsequent discussions, this additional new output was added to the workplan. This included collaboration with planning for a cross-sector workshop and responding to requests for KM capacity development and support.

2.6 [New] Support the MDG-F Secretariat as requested in high-level meetings

The CFSN-KM plan contributed to and participated in the MDG-F Madrid meeting in March 2013.

2.7 [New] Design and dissemination of cross-cutting paper

In order to increase the reach and accessibility of the findings of the cross-cutting paper, a designer was contracted to support the production and publication of the cross-cutting papers.

2.8 [New] Build new strategic partnerships at the request of the MDG-F

The CFSN-KM plan worked with PAHO to strengthen this strategic partnership in The Americas region by co-planning and co-funding the workshop held in Lima, Peru.

2.9 [New] Develop content for an online training course on applied political analysis for food and nutrition security

Following a request from the MDG-F Secretariat, the content for a future online training course was developed.

4.3 Please summarize main activities undertaken.

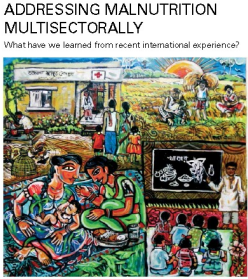


Knowledge is developed among the JPs of CFSN-KM Plan

Specific needs (both KM and technical) of CFSN-KM Plan’s Joint Programmes identified, and strategies devised to meet these needs

Drawing on KM experiences in other thematic areas, the workplan was further refined. New strategies were initiated including a KM newsletter and knowledge exchange initiative. Following an initial KM needs assessment in February/March 2012, this has evolved into an iterative process responding to the needs of JPs and requests from the MDG-F Secretariat.

Cross-cutting research topics identified and knowledge products commissioned

Three cross-cutting research papers were commissioned which examine issues across the thematic window, and therefore involve analysis of multiple JP countries. These are summarised below:

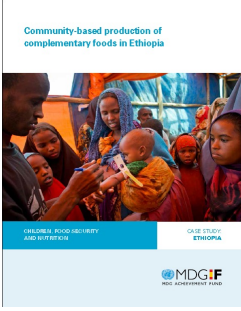


Topic	Description	
Multisectoral coordination in nutrition	Examining factors which determine success in multisectoral coordination - including the case studies of Brazil, Peru and Bangladesh [The text also discusses several countries].	 <p>ADDRESSING MALNUTRITION MULTISECTORALLY What have we learned from recent international experience? CASE STUDIES FROM PERU BRAZIL BANGLADESH F. Arora, San Jose and Pacific Institute with Quamrul Hossain and Sun Chae Park MDGIF REQUIREN</p>
Measuring political commitment for nutrition	Piloting a rapid assessment tool (available in English, French and Spanish) to measure political commitment for nutrition and identify opportunities for reform, and to help JP countries devise strategies to improve attention to nutrition. Full report submitted to ‘Health, Policy and Planning’ for publication, with Executive Summary in English and Spanish.	 <p>Evaluación del compromiso político con la seguridad alimentaria y nutricional Aplicación de un método de evaluación rápido para medir el compromiso político y las oportunidades de promover la seguridad alimentaria y nutricional entre los programas conjuntos del Fondo para el Logro de los Objetivos de Desarrollo del Milenio MDGIF</p>
Nutrition-agricultural linkages in Joint Programming	Portfolio analysis of agricultural programming for nutrition among all the MDG-F JPs	 <p>JOINT PROGRAMMES FOR FOOD SECURITY AND NUTRITION A qualitative review of agricultural programming for nutrition among the Millennium Development Goals Achievement Fund joint programmes MDGIF</p>

Topics for case studies identified and JPs supported in developing case studies

The development of case studies within the KM Plan provides a great opportunity for knowledge sharing. The CFSN case studies represent the diversity of the JPs within this plan and the chosen topics reflect important issues where knowledge gaps exist. The topics of these case studies were decided in a consultative process with the JPs at the opening regional workshops, and have been supported during this reporting period with development of TORs and case study guidelines. The ambitious, perhaps overly ambitious, goal of ten case studies was made.

Several case studies have been delayed in their implementation. It has taken time for JP partners to reach consensus on the research question and focus of the case study; find suitable consultants; find a suitable time to conduct the case study in the joint workplan, especially to coordinate with final evaluations which are taking place. Templates for these case studies were disseminated to the JPs in June 2011. These have been further refined in consultation with the JPs during this reporting period. Maintaining high quality of these products was challenging as these were carried out remotely and through consultants.

Below is a summary of the JPs and case studies:

JP	Topic area
<p>Ethiopia</p> 	<p>Improving Infant and Young Child Feeding through community-based production of complementary foods</p> <p>Comment: Significantly delayed due to establishing contract with local university. This case study was on-going at the end of the KM plan.</p>
<p>Mauritania</p> 	<p>Regional coordination to improve multisectoral coordination</p> <p>Comment: Completed to high quality, and of sufficient quality to be submitted for publication to a peer review journal</p>
<p>Mozambique</p> 	<p>Improving data management systems for CMAM</p> <p>Comment: Completed and the process of the case study helped both the JP and national government partners reveal previously unidentified issues with the monitoring system. The MOH did not give permission to write this up for external publication.</p>
<p>Philippines</p>	<p>Food Fortification micronutrient powders</p>

<p>Point of use complementary food fortification with multiple micronutrient powders in the Philippines</p> 	<p>Comment: Significantly delayed with time taken to recruit consultant and for the draft to be sent to the CFSN-KM plan. The first draft was disseminated at a meeting with all stakeholders, and the final draft was being finalised at the time of the KM plan</p>
<p>Afghanistan</p> 	<p>Food Production</p> <p>Comment: Delayed due to security issues. Product funded by the JP and widely disseminated at the local level. The JP decided not pursue an in-depth case study.</p>
<p>Bangladesh</p> <p>Role of food security and nutrition interventions in empowering women</p> 	<p>Role of food security and nutrition interventions in empowering women.</p> <p>Comment: Completed with funds and support from the “Gender as a cross-cutting issue” window. Instead of carrying out another case study, the JP was included in the cross-cutting paper on working multisectorally.</p>
<p>China</p> <p>Ying Yang Bao: Improving complementary feeding for China's children</p> 	<p>China: Ying Yang Bao: Improving complementary feeding for China's children</p> <p>Comment: The quality of the case study was sub-optimal. However, arrangements have been made to work with Harvard Business School to develop this into a teaching case. This should be completed by the end of 2013.</p>

The planned case studies in Timor-Leste, Colombia and Peru did not take place: The planned topic for Timor Leste was ‘Home gardening and improving Infant and Young Child Feeding Practices.’ The consultancy was advertised twice, and unfortunately no suitable candidate was found to carry out this case study. The rainy season also meant that programme areas were not well accessible so the consultancy was not re-advertised. The JP, in agreement with the KM plan, therefore decided not to pursue this and a ‘lesson learned’ was drafted in lieu of this. The topics for the Colombia and Peru case studies were meant to focus on ‘Reaching Vulnerable Populations.’ In the case of Colombia, the plan was to conduct this with the Gender as a cross-cutting issue” window. As the JP did not respond to several requests, this was not further pursued. In lieu a ‘lesson learned’ has been drafted, and Colombia was included as a small case study in the cross-cutting paper on multisectoral

coordination for nutrition. In the case of Peru, despite several discussions, no proposal was put forward by the JP as agreed, and therefore it was not possible to proceed with this further. Instead Peru was included in the cross-cutting paper as a case study.

Potential knowledge products and methods to capture knowledge identified

Guidelines were developed to assist JPs in documenting lessons learned and these were disseminated on Teamworks in May 2012. These guidelines complemented discussions with individual JPs as to which experiences that would be potentially important to document and share. The guidelines have also been shared with external partners, including PAHO and UNICEF regional offices.

Several lessons learned were documented. However despite several attempts, few JPs completed the tool on time as requested. In order to support the process, the writing up of the lesson learned was made a requirement for participation in the closing workshops to encourage reflection and documentation. The quality of lessons learned developed was highly variable, requiring significant effort to bring this up to sufficient quality, so that these could be shared with other partners. In order to more systematically document these, the KM plan initiated a new activity, by completing the initial write-up using available programme documents and final evaluations, which were then sent to the JPs for comments, fact-checking and clearance. Even receiving feedback on completed drafts of lessons learned was challenging, often requiring multiple requests.

Knowledge management capacity development

In addition to workshops, one field mission has been conducted to help develop KM capacity responding to the needs of the JP in Timor Leste. During this mission, assistance with the design and methodology of a case study was given, as well as guidance on the general KM strategy and activities. (It was unfortunate that this case study did not go ahead due the inability to recruit a suitable consultant). Across the CFSN JPs, other activities have been developed to support capacity development with the dissemination of tools and training materials.

In response to the MDG-F Secretariat's request to create a more sustainable way to enable capacity development, the content for an online training course for joint programme partners was developed. Building on the cross-cutting paper on applied political analysis, the materials for a 10 module course were prepared. The development of this into an online platform will continue after the KM plan closes.

Knowledge captured from JPs of the CFSN-KM Plan shared across JPs, UN agencies and other partners

Community of practice (CoP) supported by the CFSN space on Teamworks

The CFSN space on the Teamworks site continues to be populated with useful resources relating to this window. All documentation relating to KM activities are uploaded onto this space, with materials posted here to encourage more activity. At the close the KM plan, there were 144 members of the space, with 103 files, 45 articles, 22 bookmarks, 19 discussions, 19 events, 12 blog posts, 3 polls and 1 gallery posted. While the number of users increased, it is evident that members gain access to select documents e.g. application form for the knowledge exchange, rather than to engage in discussions.

CSFN KM Workshops

A total of five regional workshops were held, with two in this reporting period. While the three initial workshops focused on knowledge management capacity development, the closing workshops focused on the sharing of lessons learned from the JPs. All workshops invited both JP coordinators as well as national government representatives nominated by the JP, and all involved participation of the MDG-F Secretariat (virtually in the case of the Asia workshop in 2013). The closing workshop planned for The Africa region did not

take place as the response and interest from the JPs to participate was not sufficient. Individual workshop reports were prepared to share the findings. For the closing workshops, PAHO took the lead on the systematising the regional experiences and writing the workshop report, while the KM Plan prepared the Asia workshop report. (Given this, and the meeting report from the meeting in Madrid, it was deemed unnecessary to draft an overall synthesis report from the closing workshops, so this workplan activity was not carried out following discussion with the Secretariat).

CSFN KM Newsletter

In an attempt to foster more interest in KM activities across the window, a newsletter (available in English, French, and Spanish) was developed to inform JPs of the different activities among the programmes and encourage more work. This included information sharing on planned cross-cutting papers, case studies, available KM tools and resources, and future activities to be shared with JP partners. This proved to be a successful activity; after this several JPs approached the KM focal point for further information about specific KM needs and to participate in the cross-cutting papers.

CFSN Knowledge Exchange Initiative

The CSFN Knowledge Exchange Initiative was launched in July 2012. Expressions of interest were received from 9 JPs across the regions and complete joint applications received from 3 teams. At the time of the launch a budget of \$15 000 was allocated to this activity. As the demand exceeded the estimated budget of the exchanges, the teams were asked to review the budgets and some applications were refused. (It was thought that the MDG-F would help support the exchange with extra funds, although this did not later materialise. Permission was granted to JPs to allocate funds from their own budgets towards this exercise).

Despite the effort that went into this exercise, only one exchange (the highest rated application) took place between Guinea-Bissau and Ethiopia in the Africa region. Although the KM Plan was willing to fund another exchange in The Americas (between Brazil and Guatemala), the Secretariat did not approve this exchange as it was late in the JPs' implementation and towards the end of the KM plan.

Strategy for dissemination of knowledge products from the CSFN

The CSFN FP has explored different strategies for dissemination of the knowledge products. The cross-cutting papers have been published for the MDG-F and will be distributed at events and online, as well as on the Agriculture-Nutrition CoP, the UNICEF intranet, and Teamworks site. Lessons learned will be collated and uploaded onto the MDG-F Wiki in collaboration with the FPs from the other thematic areas.

A summary of the KM work (with links to all the products) was submitted for publication in UN SCN News in August 2013.

4.4 Did you face any implementation constraints? How did you solve them?

Building and sustaining JP interest in KM activities: It has proved challenging to develop and maintain JP interest in KM activities. There are several reasons for this: 1) lack of incentives for JP participation in KM activities (which was not included in their respective workplans); 2) general low priority for KM work and documentation (compared to programme implementation and other donor requirements); 3) lack of capacity in KM among JP staff; 4) time to get joint consensus for KM work from JP partners; 5) KM FP position unfilled for several months, losing the initial momentum that was built at the opening workshops.

To try and build interest, different strategies were piloted: 1) The first KM Newsletter proved very popular, receiving good feedback from the JPs, and recreating interest in the activities; 2) there has been concerted effort

to listen to the needs of the JPs and tailor tools and products accordingly; for example, with the knowledge exchange initiative, and addressing individual special requests for KM support and capacity development; 3) all opportunities were seized upon and requests promptly responded to in order to create goodwill.

The insufficient response from JPs was a major constraint (also experienced by other KM plans). For example, it was not uncommon to wait several weeks for comments on a lesson learned that had been written by the KM plan for the JP. Due to concerns about generating high-quality products, the KM plan therefore had to rely on recruiting external consultants, rather than working directly with the JPs, to generate knowledge products. As a result it was not possible to post and highlight lessons learned on Teamworks as stipulated in the workplan. The development of the cross-cutting papers also faced constraints: for example, it took over 6 months to arrange the visit of an external consultant to case study countries for the multisectoral paper, even after enlisting the support from the Secretariat; similarly, for the paper on measuring political commitment for nutrition, despite several attempts, only 10 of the 24 JPs participated in this work (and probably only because this was made part of the closing workshops).

Time: Lack of time has been another major constraint, given the considerable time it takes to initiate, carry out and complete KM work. Substantial time and effort was placed in trying to garner sufficient response and interest from the JPs, often with small returns. As a result, there were substantial delays, followed by periods of intense activity in order to meet deadlines, such as workshop planning or completing case studies.

Timing of JP closure: Several JPs were granted no-cost extensions: as a result, JPs were scheduled to close at the same time as the KM Plan. This proved very challenging as JPs were busy wrapping up activities and therefore did not have time to reflect on lessons learned nor respond to requests from the KM Plan. This also proved difficult for scheduling the closing workshops (several JPs expressed that this would have been a more fruitful exercise after the final evaluations had been conducted). For the future, KM plans may benefit if they extend a few months after JP closure when there is more available information, findings from final evaluations and reflection on the knowledge garnered.

Closing workshops: The Africa Regional closing workshop did not take place. Although the venue and dates had been confirmed and invitations sent out, the response from some JPs was poor (many were in the process of closing in the following months). As only half of the JPs had confirmed attendance, the response was discussed with the MDG-F Secretariat who agreed to support by following up with the countries (although this was delayed). The JP response remained poor and a joint decision was made to cancel the workshop. As a result the synthesis report that was meant to compile all the workshop findings was not achieved although stated in the workplan, instead individual reports for The America (by PAHO) and Asia were completed.

Staffing: There were delays in the implementation of the workplan due to staffing constraints when the KM position was vacant. Compared to other KM plans that had more than one full time staff member, the CFSN work continued to operate with just one focal point to coordinate and finalise all the activities, which was challenging.

Changing MDG-F Secretariat focal points: During the last year of the KM plan, staff changes at the Secretariat meant that the MDG-F focal point changed three times. Although this was not a constraint, it took time to relate the evolution of the KM work.

Publication and design: It would have been preferable to have entered the design process for the cross-cutting papers with more knowledge of preferences from the MDG-F Secretariat, in regards to logos, copyright etc. These changes were made after the layout process, which caused a minor delay and extra costs, although the

deliverables were completed in time.

Multilingual platforms: There have been challenges in supporting multilingual platforms, although this has been addressed using the budget allocated for translation of materials in the KM Plan. The first newsletter was translated into French and Spanish, and greatly improved interest in the KM initiative. Improvements to the Teamworks site, with its Google translate facilities, has partially addressed language barriers on the online CoP.

Teamworks: Although there have been improvements in Teamworks activity, this forum is still not well utilized, serving more as a repository than an online discussion forum. Given the initial technical problems with the earlier Teamworks version, it has been difficult to encourage users to try to use this platform again. The platform remains slow; at times it remains difficult to upload materials (even in places with good internet connectivity). It also is difficult to organise materials so that they are easy to find. Nevertheless, documents relating to the CFSN KM Plan were made available on the site, but the lack of participation was a major constraint to making this a successful enterprise.

4.5 Please highlight any other issues that are pertinent to the results being reported on.

Workshop travel arrangements: It proved challenging to make the travel arrangements for workshop participants from different UN agencies. Although the ideal model would have been for UNICEF HQ to make all the necessary arrangements, we did not have sufficient capacity to do this (and it would have been challenging to hire support just for this activity). Instead, the assistance of UNICEF Country Offices was sought to make the necessary arrangements for participants from each country. This was not straightforward, as not all offices (especially in The Americas region) were familiar with the process, which required budget approval at both HQ and CO level. Also, some agencies preferred to make arrangements themselves, which meant the lengthy process of arranging inter-agency fund transfers after the workshop. In the future, it may be best to also COs to access to the HQ budget code directly to make the financial transactions smoother, and easier for accounting purposes.

Flexibility of the KM plan: Although the broad workplan has been followed, it has been necessary to evolve and respond to the changing needs of the JPs and their responses to KM requests. While the need for structured work planning is necessary, there needs to be some allowance both in terms of activities, budget and time to incorporate new activities. Perhaps setting aside a 'new initiatives' budget at the onset would allow for these changes.

Recruitment time and procedures: The KM plan relied on external consultants (cross-cutting papers, case studies, editorial work, workshop support, and design) which necessitated the issuance of over 10 consultant contracts. This required substantial effort and time to find appropriate consultants and complete the necessary paperwork. There appears to be little opportunity to make this process more efficient.

5. Post-programme activities

5.1 Describe how the plan will address existing challenges, build on achievements to date, strengthen partnerships and use the lessons learned during the previous reporting period.

Dissemination of KM products: After closing, the KM plan will continue to work towards disseminating the KM products, building on the achievements to date. To this end, work on the MDG-F wiki will be on-going after the

end of the KM Plan, and this will serve as a repository for all the KM products, including the cross-cutting papers. A link to this will be included in the UNICEF Nutrition intranet and internet sites, and shared with partners.

MDG-F wiki: With respect to the Lessons Learned for the wiki, the process of standardizing the format of lessons learned for the wiki continues. Much of this work requires input of the Final Evaluations, and not all of them are still available. With the support of UNEP and the MDG-F Secretariat, it is hoped that this process of upload will be completed by the end of the year.

Online training course: At the request of the MDG-F Secretariat, the content of an online training course on applied political analysis for food security and nutrition was completed. However, this is the first step of a process to make this a reality. After initial review by the Secretariat, further decisions on how to proceed can be taken.

Sharing lessons learned from the KM experience: A short report of the MDG-F KM experience has been produced to support UNICEF offices as they implement their own KM work, at the request of one UNICEF regional offices coordinating another multi-country project. This report will be further developed and disseminated once finalised.

Strengthening partnerships: UNICEF's regional office in The Americas is working to strengthen the partnership with PAHO.

5.2 Are there any major adjustments planned in the outcomes, outputs, or activities?

The KM plan has followed the overall workplan, with some minor changes that incorporate new activities as outlined above, which were agreed upon through discussions with the MDG F Secretariat. The new activities are highlighted in the revised workplan by “[New...]” in Annex 1.

6. ANNEXES

ANNEX 1: Revised CFSN-KM Workplan (2010-2013)

CFSN-KM Workplan (2010-2013)

*extension of the KM plan to August 2013

		On-going				Completed							
Annual Targets	Activities	YEAR 1 2010-11				YEAR 2 2011-12				YEAR 3 2012-13			
		4	1	2	3	4	1	2	3	4	1	2*	
Outcome 1. Knowledge is developed among the JPs of the Children, Food Security and Nutrition KM Plan													
Output 1.1. Knowledge products in the CFSN- KM Plan developed and disseminated [Revised] targets: <ul style="list-style-type: none"> 3 cross-cutting papers completed At least 5 KPs (lessons learned, innovation, good practices, case studies) developed 	1.1.1 Review manuals, documents and research papers relevant to the technical areas of the JPs												
	1.1.2 Identify knowledge gaps in CFSN, especially those on cross-cutting issues and gender, that could be developed through research of the JPs												
	1.1.3 Consult with technical experts and JPs and get advice on priorities stemming from the gaps identified under activity 1.1.2												
	1.1.4 Together with partners, develop research programme for KPs (lessons learned, innovation, good practices) and case studies (which also include cross-cutting issues)												
	1.1.5 Together with partners, undertake research for case studies focusing on identified priority topics												
	1.1.6 Undertake research on the priority cross-cutting topics, including development of TORs, recruitment of consultants, training of consultants, supervision of consultants (3 research topics)												
	1.1.7 [New] Develop content for an online training course on applied political analysis for food and nutrition security												
1.2. KM Tools for collection of data and information developed and disseminated to JPs and partners Targets: <ul style="list-style-type: none"> 3 KM templates (lessons learned, innovation, good practices) disseminated to JPs, and other partners Guidance note on documenting lessons learned* Case study protocols disseminated to selected JPs, and other partners 	1.2.1 Develop KM templates to effectively gather information on lessons learned, innovation, good practices												
	1.2.2 Disseminate KM templates developed under activity 1.2.1 to JPs, and share with partners on Teamworks. [New – dissemination guidance note*]												
	1.2.3 Develop case study protocols to guide development of case studies, including guidelines for documentation, methods, data collection and analysis												
	1.2.4 Disseminate case study protocols developed under activity 1.2.3 to JPs, and share with partners on Teamworks.												

	1.2.5 Collect KM tools and other resources through discussions with other KM FPs, UNICEF IKMU and share with partners via Teamworks; KM FP to attend monthly UNICEF KM meetings and identify tools and fora for knowledge sharing												
1.3. Experiences from JP implementation identified, systematized and disseminated (lessons learned, innovation, good practices, and case studies)	1.3.1. Support the development and completion of KPs by JPs (through processes such as reviewing documents, supplying relevant tools and resources, enabling access to relevant experts) through email/phone discussions and during CFSN-KM workshops												
Targets: <ul style="list-style-type: none"> • 2 research papers submitted to peer reviewed journals [not to be included during time of KM plan] • Case studies distributed via Teamworks and shared during workshops • Synthesis paper describing experiences from each JP implementation prepared and distributed via Teamworks and during workshops • 5 innovative KPs selected and showcased on Teamworks 	1.3.2. Collate completed KPs (lessons learned, innovation, good practices) from JPs, and encourage JPs to participate in discussions about experiences on Teamworks.												
	1.3.3. Summarize KPs (lessons learned, innovation, good practices) and systematise them for presentation in a synthesis report to be disseminated to JPs and partners via Teamworks												
	1.3.4. Identify the most interesting/valuable/ innovative KPs (n=5) from activity 1.3.3 in a consultative process via Teamworks, and disseminate them for knowledge sharing and visibility purposes on Teamworks (e.g. "JP Spotlight") and other fora e.g.in Newsletter UNICEF publications, on UNICEF intranet's case studies												
	1.3.5. Collate completed case studies, summarize and systematise for presentation in a synthesis report to be disseminated to JPs and partners via Teamworks, and publication												
	1.3.6. Identify case studies for further development into research papers, and submission to peer-reviewed journal, after close of KM plan												

Annual Targets	Activities	YEAR 1 2010-11				YEAR 2 2011-12				YEAR 3 2012-13		
		4	1	2	3	4	1	2	3	4	1	2*
Outcome 2. The knowledge developed on Children, Food Security and Nutrition is shared across JPs, UN agencies and other partners												
2.1. Information and data on the implementation of the CFSN JPs collected, systematized and disseminated through Teamworks, and other fora Targets: <ul style="list-style-type: none"> • KM tools and other relevant data and information disseminated on Teamworks • Conference participation to present JP experiences and KPs 	2.1.1 KM Tools developed under output 1.2 shared on Teamworks, and regularly updated with data and information from JPs											
	2.1.2 Organize and regularly update data, information and tools provided the JPs in a user-friendly manner; promote multilingual dialogues											
	2.1.3 Post relevant data, journal articles, events and information on Teamworks											
	2.1.4 Establish and maintain a Community of Practice to facilitate interaction between JPs, facilitate peer advice, and support discussions											
	2.1.5. Conference participation to disseminate JP experiences and KPs. (See New 2.8)											
	[New] 2.16 Regularly develop KM newsletter to update JP partners											
	[To be confirmed] 2.17 Support the development of the MDG-F wiki to document selected JP experiences and lessons learned											
2.2. Three regional workshops organized to share the knowledge acquired during JPs' implementation Targets: <ul style="list-style-type: none"> • 3 regional workshops conducted • The Americas: Lima, Peru, 12-13 October 2010 • Africa: Dakar, Senegal, 2-3 December 2010 • Asia: Dhaka, Bangladesh, 19-21 April 2011 • Workshop report written and disseminated on Teamworks 	2.2.1. Identify key issues to be discussed by JPs during the multi-country workshops											
	2.2.2 Collect studies, tools and other material produced by the JPs to be made available during the workshops and through Teamworks											
	2.2.3 In cooperation with the MDG-F Secretariat, provide guidelines and support for the preparation for poster presentations to describe innovative practices being explored by each JP											
	2.2.4 Design and organize 3 training workshops to discuss and share knowledge and experience on common issues, areas of work and innovative practices											
	2.2.5 Systematize learning points from workshops and synthesis in joint report, to be disseminated on Teamworks (including workshop evaluations)											
2.3 [Revised] 3 closing workshop(s) organized to share the knowledge acquired during JPs' implementation: Target:	2.3.1. Identify key issues (including sustainability strategies) to be discussed by JPs and other partners during the closing workshop(s)											

ANNEX 2: Revised CFSN-KM Workplan (2010-2013), with expenditure (as of 20 September 2013)

Annual Targets	Activities	Expenditures	Comments
Outcome 1. Knowledge is developed among the JPs of the Children, Food Security and Nutrition KM Plan			
<p>Output 1.1. Knowledge products in the CFSN- KM Plan developed and disseminated</p> <p>[Revised] targets:</p> <ul style="list-style-type: none"> 3 cross-cutting papers completed At least 5 KPs (lessons learned, innovation, good practices, case studies) developed 	<p>1.1.1 Review manuals, documents and research papers relevant to the technical areas of the JPs</p> <p>1.1.2 Identify knowledge gaps in CFSN, especially those on cross-cutting issues and gender, that could be developed through research of the JPs</p> <p>1.1.3 Consult with technical experts and JPs and get advice on priorities stemming from the gaps identified under activity 1.1.2</p> <p>1.1.4 Together with partners, develop research programme for KPs (lessons learned, innovation, good practices) and case studies (which also include cross-cutting issues)</p> <p>1.1.5 Together with partners, undertake research for case studies focusing on identified priority topics</p> <p>1.1.6 Undertake research on the priority cross-cutting topics, including development of TORs, recruitment of consultants, training of consultants, supervision of consultants (3 research topics)</p> <p>1.1.7 [New] Develop content for an online training course on applied political analysis for food and nutrition security</p>	<p></p> <p></p> <p></p> <p></p> <p>45,782</p> <p>36,251</p> <p>31,714</p> <p>10,470</p> <p>14,825</p>	<p></p> <p></p> <p></p> <p></p> <p>Consultants and travel</p> <p>Multisectoral Consultant and travel</p> <p>Political commitment Consultants</p> <p>Nut-Ag Consultant</p> <p>Consultants</p>
<p>1.2. KM Tools for collection of data and information developed and disseminated to JPs and partners</p> <p>Targets:</p> <ul style="list-style-type: none"> 3 KM templates (lessons learned, innovation, good practices) disseminated to JPs, and other partners Guidance note on documenting lessons learned* Case study protocols disseminated to selected JPs, and other partners 	<p>1.2.1 Develop KM templates to effectively gather information on lessons learned, innovation, good practices</p> <p>1.2.2 Disseminate KM templates developed under activity 1.2.1 to JPs, and share with partners on Teamworks. [New – dissemination guidance note*]</p> <p>1.2.3 Develop case study protocols to guide development of case studies, including guidelines for documentation, methods, data collection and analysis</p> <p>1.2.4 Disseminate case study protocols developed under activity 1.2.3 to JPs, and share with partners on Teamworks.</p> <p>1.2.5 Collect KM tools and other resources through discussions with other KM FPs, UNICEF IKMU and share with partners via Teamworks; KM FP to attend monthly UNICEF KM meetings and identify tools and fora for knowledge sharing</p>	<p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p>

<p>1.3. Experiences from JP implementation identified, systematized and disseminated (lessons learned, innovation, good practices, and case studies)</p> <p>Targets:</p> <ul style="list-style-type: none"> • 2 research papers submitted to peer reviewed journals [not to be included during time of KM plan] • Case studies distributed via Teamworks and shared during workshops • Synthesis paper describing experiences from each JP implementation prepared and distributed via Teamworks and during workshops • 5 innovative KPs selected and showcased on Teamworks 	<p>1.3.1. Support the development and completion of KPs by JPs (through processes such as reviewing documents, supplying relevant tools and resources, enabling access to relevant experts) through email/phone discussions and during CFSN-KM workshops</p> <p>1.3.2. Collate completed KPs (lessons learned, innovation, good practices) from JPs, and encourage JPs to participate in discussions about experiences on Teamworks.</p> <p>1.3.3. Summarize KPs (lessons learned, innovation, good practices) and systematise them for presentation in a synthesis report to be disseminated to JPs and partners via Teamworks</p> <p>1.3.4. Identify the most interesting/valuable/ innovative KPs (n=5) from activity 1.3.3 in a consultative process via Teamworks, and disseminate them for knowledge sharing and visibility purposes on Teamworks (e.g. "JP Spotlight") and other fora e.g.in Newsletter UNICEF publications, on UNICEF intranet's case studies</p> <p>1.3.5. Collate completed case studies, summarize and systematise for presentation in a synthesis report to be disseminated to JPs and partners via Teamworks, and publication [Not completed]</p> <p>1.3.6. Identify case studies for further development into research papers, and submission to peer-reviewed journal, after close of KM plan</p>	12,500	
Annual Targets	Activities		
Outcome 2. The knowledge developed on Children, Food Security and Nutrition is shared across JPs, UN agencies and other partners			
<p>2.1. Information and data on the implementation of the CFSN JPs collected, systematized and disseminated through Teamworks, and other fora</p> <p>Targets:</p> <ul style="list-style-type: none"> • KM tools and other relevant data and information disseminated on Teamworks • Conference participation to present JP experiences and KPs 	<p>2.1.1 KM Tools developed under output 1.2 shared on Teamworks, and regularly updated with data and information from JPs</p> <p>2.1.2 Organize and regularly update data, information and tools provided the JPs in a user-friendly manner; promote multilingual dialogues</p> <p>2.1.3 Post relevant data, journal articles, events and information on Teamworks</p> <p>2.1.4 Establish and maintain a Community of Practice to facilitate interaction between JPs, facilitate peer advice, and support discussions</p> <p>2.1.5. Conference participation to disseminate JP experiences and KPs. (See New 2.8)</p> <p>[New] 2.16 Regularly develop KM newsletter to update JP partners</p>		(Translation costs below)
	[To be confirmed] 2.17 Support the development of the MDG-F wiki to document selected JP experiences and lessons learned		

<p>2.2. Three regional workshops organized to share the knowledge acquired during JPs' implementation</p> <p>Targets:</p> <ul style="list-style-type: none"> • 3 regional workshops conducted <ul style="list-style-type: none"> • The Americas: Lima, Peru, 12-13 October 2010 • Africa: Dakar, Senegal, 2-3 December 2010 • Asia: Dhaka, Bangladesh, 19-21 April 2011 • Workshop report written and disseminated on Teamworks 	<p>2.2.1. Identify key issues to be discussed by JPs during the multi-country workshops</p> <p>2.2.2 Collect studies, tools and other material produced by the JPs to be made available during the workshops and through Teamworks</p> <p>2.2.3 In cooperation with the MDG-F Secretariat, provide guidelines and support for the preparation for poster presentations to describe innovative practices being explored by each JP</p> <p>2.2.4 Design and organize 3 training workshops to discuss and share knowledge and experience on common issues, areas of work and innovative practices</p> <p>2.2.5 Systematize learning points from workshops and synthesis in joint report, to be disseminated on Teamworks (including workshop evaluations)</p>	99,926	
<p>2.3 [Revised] 3 closing workshop(s) organized to share the knowledge acquired during JPs' implementation:</p> <p>Target:</p> <ul style="list-style-type: none"> • 3 regional workshops <ul style="list-style-type: none"> • The Americas: Lima, Peru, 24-26 April 2013 • Asia: Bangkok, Thailand, 8-9 May 2013 • Africa: Nairobi, Kenya, 21-21 June 2013 (planned) • Workshop reports written and disseminated on Teamworks 	<p>2.3.1. Identify key issues (including sustainability strategies) to be discussed by JPs and other partners during the closing workshop(s)</p> <p>2.3.2 Collect KPs, tools and other material produced by the JPs to be made available during the workshops and through Teamworks</p> <p>2.3.3 Provide guidelines and support for the preparation for presentations of KPs for JPs</p> <p>2.3.4 In cooperation with the MDG-F Secretariat, prepare and finalise agenda, design workshop sessions, recruit facilitators, arrange multilingual support, and finalise administrative arrangements</p> <p>2.3.5 Conduct closing workshop to discuss and share knowledge and experiences, areas of work and innovative practices, and sustainability</p> <p>2.3.6 Systematize learning points from workshops and synthesise in final closing workshop report, to be disseminated on Teamworks</p>	57,958	
<p>2.4 [New] Knowledge exchange initiative launched to share experiences across JPs</p> <p>Target:</p> <ul style="list-style-type: none"> • At least 2 exchanges supported 	<p>2.4.1 [New] Regional knowledge exchanges supported among selected JPs to share specific experiences</p> <p>2.4.2 [New] Systematize learning points from knowledge exchanges in joint report, to be disseminated on Teamworks (including workshop evaluations)</p>	14,850	
<p>2.5 [New] Support other KM activities, according to needs of JPs</p>	<p>2.5.1 [New] Work with KM FPs and MDG-F Secretariat to design and implement additional KM and learning events (e.g. cross-sector workshop, learning events)</p>		
	<p>2.5.2 [New] Where possible, support JP requests for KM capacity development and support (including travel to assist with case studies, and facilitate knowledge exchange)</p>	8,477	

2.6 [New] Support the MDG F Secretariat as requested in high-level meetings	2.6.1. Support MDGF Secretariat activities in Food Security and Nutrition. E.g. participation in Madrid meeting and related activities.		
2.7 [New] Design and dissemination of cross-cutting paper	2.7.1. Recruit copyeditor and designer to assist with the design and layout of selected cross-cutting paper(s) for dissemination to interested audiences	21,547	
2.8. [New] Build new strategic partnerships at the request of the MDG-F	2.8.1 [Related to 2.3] Work with PAHO to organise joint Regional Workshop and systematise lessons learned in the region		
Translation (for workshops, publications)		3,593	
Editorial, printing, distribution		11,224	
Other ancillary items		3,251	
Staffing		328,575	
Subtotal		700,943	
Agency management support		49,050	
TOTAL		749,993	

*extension of the KM plan to August 30 2013

ANNEX 3: SUMMARY OF DELIVERABLES

Summary of deliverables for the Knowledge Management Initiative of the Children, Food Security and Nutrition thematic window

Cross-cutting papers:

1. Addressing malnutrition multisectorally: what have we learned from recent international experiences?
2. Joint programmes for food security and nutrition: A qualitative review of agricultural programming for nutrition among the Millennium Development Goals Achievement Fund joint programmes
3. Measuring political commitment for food security and nutrition

Regional reports:

4. Workshop report: Knowledge sharing workshop for Children, Food Security and Nutrition joint programmes in the Asia region
5. Knowledge exchange initiative report: Promoting knowledge exchange – Report of the Africa region’s knowledge exchange between the joint programmes of Ethiopia and Guinea-Bissau
6. [Workshop report: MDG-F/PAHO Knowledge sharing workshop for Children, Food Security and Nutrition joint programmes in The Americas region submitted by PAHO]

Case studies²:

7. Afghanistan: General Best Practices and Lessons learned
8. Bangladesh (Gender as a cross-cutting issue): Role of food security and nutrition interventions in empowering women
9. China: Ying Yang Bao: Improving complementary feeding for China’s children
10. Ethiopia: Community-based production of complementary food in Ethiopia
11. Mauritania : Accélération de la lutte contre la faim et la malnutrition des enfants dans le Sud Est de la Mauritanie
12. Mozambique: Integrated data monitoring and referral systems for community-based
13. Philippines: Point of use complementary food fortification with multiple micronutrient powders in the Philippines

Online training tool [New]:

14. Content for an online training tool on applied political analysis for food and nutrition security [Draft 1 of 10 training modules]
15. Rapid assessment tool for measuring political commitment and opportunity to advance policy reform for food security and nutrition (English, French, Spanish)

MDG-F Wiki:

16. (*in progress*) Wiki content for 24 joint programme pages and selected lessons learned (short versions) to be uploaded with support of UNEP/MDG-F Secretariat
17. Selected lessons learned (extended versions) from joint programmes collated at KM workshops

Guidance notes:

18. Guidance note on documenting lessons learned
19. Introduction to knowledge management for the Children, Food Security and Nutrition joint programmes

Other materials:

20. Knowledge management newsletters
21. Knowledge exchange initiative documentation
22. Concept notes, workshop invitation letters, agendas

² Please note that the other Joint Programmes nominated at the initial KM workshops (Colombia (gender), Peru and Timor-Leste) decided not to proceed with case studies. Instead, Peru was included in one cross-cutting paper and the KM initiative produced an extended lessons learned document for Timor-Leste. Afghanistan produced a general “Best Practice” document instead of a specific case study. China’s case study is in draft form, to be written up as a Harvard Business School Case in late 2013. Ethiopia’s case study was still in progress at the end of the KM plan.