

**Government of Maharashtra's
International Fund for Agricultural Development (IFAD) &
Sir Ratan Tata Trust (SRTT)
Assisted**



An end to end approach to agriculture

Draft Knowledge Management Strategy

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CONVERGENCE OF AGRICULTURAL INTERVENTIONS IN MAHARASHTRA (CAIM)

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- ❖ “The only irreplaceable capital an organization possesses is the knowledge and ability of its people. The productivity of that capital depends on how effectively people share their Competence with those who can use it”---Andrew Carnegie, 1835-1919
- ❖ Not everything that counts can be counted and not everything that can be counted counts. -----A. E I N S T E I N

Knowledge Management Strategy

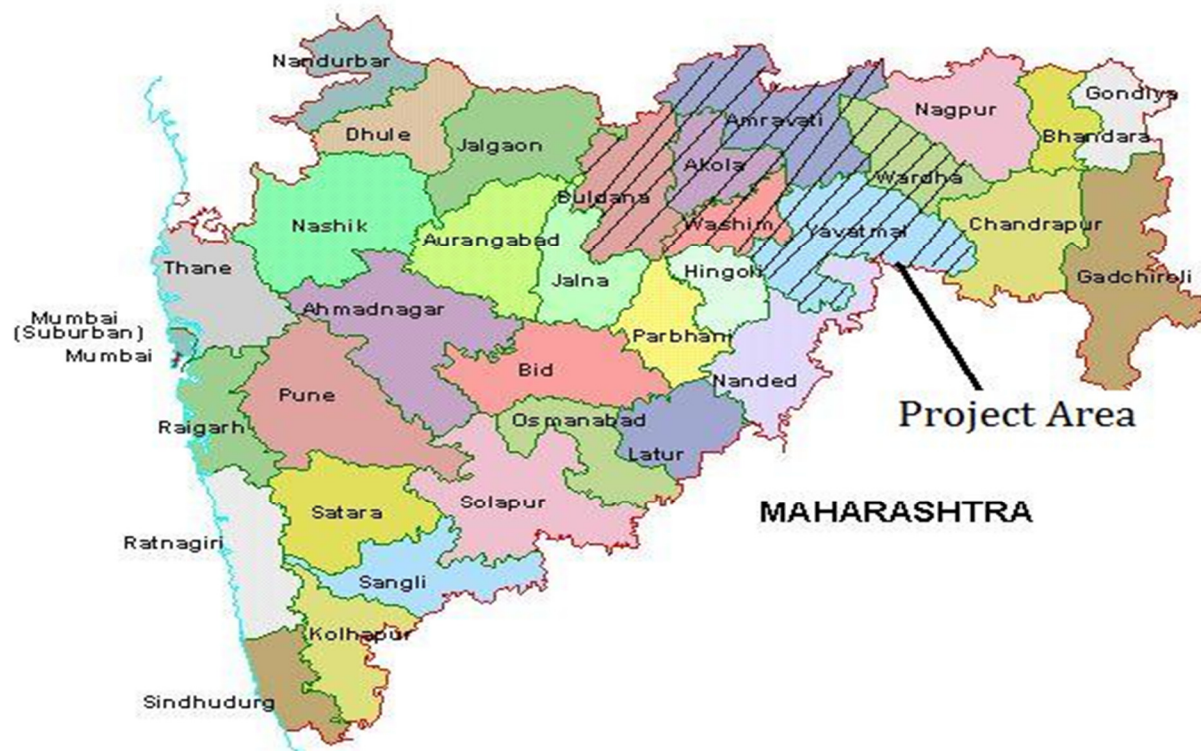
1. Background:

1. The Government of Maharashtra through Government of India has applied for a loan from the International Fund for Agricultural Development (IFAD) for implementation of Convergence of Agricultural Interventions in Maharashtra's Distressed District Programme (CAIM).

2. Programme Objective:

2. The Programme objective of the CAIM are to; (i) improve household incomes from diversified farm and off-farm activities; (ii) render farming systems resilient with the introduction of organic and low-input contract farming; (iii) facilitate the involvement of farmers groups in primary processing, quality enhancement and marketing; (iv) empower women through micro-finance and micro-enterprises; and (v) achieve convergence of government programmes and resources. The project has three components viz., (i) Institutional Capacity Building & Partnerships; (ii) Market linkages and Sustainable Agriculture; and (iii) Programme Management.

3. Programme Area



4. Programme Components

4.1. COMPONENT 1: Institutional Capacity Building & Partnerships:

First Component has two sub-components: (a) Partnerships and Capacity Development and (b) SHG & CMRC Development.

The objectives of the first component are to (i) assess the market opportunities and potential for establishing market linkages; (ii) improve the capacity of the staff and provide facilities for improving the capacity of the rural poor and the farmers' groups and (iii) prepare end-to-end subprojects to capture market opportunities. These objectives will be realised through the following activities: (i) assessing market opportunities and potential through publicity campaigns, advertisements and establishing contacts with the promising private sector players; (ii)

inviting proposals from the private sector, NGOs and other institutions, corporate sector agencies; (iii) building awareness of the producers and capacity development; (iii) preparation of commodity profiles and end-to-end model projects and also area specific sub-projects based on convergence approach.

Objectives of the second sub-component are to organise women for their empowerment and building resilience in the households and will be achieved by: (i) forming/strengthening 9,000 SHGs of poor and ultra poor women and, when they have matured, enabling them to form 45 CMRCs; (ii) undertaking financial literacy and counselling covering some 158,400 households; (iii) initiating pilots on debt swapping, mutual crop insurance through CMRCs; and (iv) initiating pilots for graduation of ultra poor into regular micro-finance clients. The sub-component will be managed by MAVIM with the support of NGOs.

4.2 COMPONENT 2: Marketing Linkages & Sustainable Agriculture

The second Component have three sub-components: (i) Market linkages; (ii) Sustainable Agriculture Development including in situ water conservation, organic farming practices and cattle breed improvement; and (iii) micro-enterprises and SME.

4.2.1. Sub-component (i): Market Linkages

The objective of this subcomponent is to ensure that 'equitable and non-exploitative marketing facilities and develop value chains for selected commodities'. This objective is sought to be realised by the following activities: facilitation of the formation of 120 agri-business clusters in the Programme area villages with the support of the private sector agencies, providing technical and logistic support to farmers groups in the establishment of value-chains and contract farming for cotton, soy bean, vegetables, fruits, flowers etc, skill upgrading 3,600 rural youth through vocational training.

4.2.2. Sub-component (ii): Sustainable Agriculture

4.2.2.1. In situ water conservation: The objective of this sub-component is to promote sustainable agriculture and provide the framework for increasing cropping intensities and crop productivity under rainfed conditions. Under the Programme, in 1,200 villages will be targeted and the activities will include in situ water conservation with construction of contour and graded bunds at INR 4500/ha, construction of 3600 water harvesting ponds and provision of water lifting pumps.

4.2.2.2. Sustainable Agriculture: The objective is to promote low-cost sustainable agricultural practices through the adoption LEISA methods, essentially the component will be demand driven, responding to the technological options demanded by the farmers. The focus will be on practices that will reduce the cost of production in a sustainable manner through LEISA and reduce the risks through diversification of the farming system. Major interventions to be undertaken under the sub-component are: (i) formation of farmers groups through the organisation of 4,800 JLGs and their orientation and training, (ii) technology demonstrations and dissemination covering 1,200 villages under Master Trainers each responsible for 10 villages, and (iii) extension support through farmer field schools (FFS) one in each village and facilitating technology transfer through farmer groups and demonstrations.

4.2.2.3 Breed Improvement of local cattle. The objectives of this sub-component are (i) to create gainful employment to the rural poor through dairy and livestock development; (ii) creation of awareness regarding socio-economic benefits of improving the local cattle and buffaloes; and (iii) income generation through enhanced production of milk. These objectives are to be realised through (i) setting up of some 60 well-equipped and self-sufficient cattle breeding centres operated by local youth with regular supply of LN₂ and other inputs; and (ii) setting up of area centres one per 10 cattle breeding centres with adequate staff and equipment and inputs. Each centre will cater to some 10 or 15 villages in clusters and cover some 2,000 breedable cows and buffaloes. Services like vaccination, de-worming etc will be provided at door-step at cost to the user.

4.2.3. Sub-component (iii): Micro-enterprises and SMEs

4.2.3.1. Micro-enterprises and SMEs. The micro enterprise sub component will dovetail with the value chain approach of but at the same time encourage individual enterprises as well. The objective of the sub component is to improve the income of the households by graduating them from subsistence/income generation activity to micro enterprise by improving their access to improved inputs, technology, credit and marketing. Indicative activities under this subcomponent will be (i) farmer training; (ii) support to 15,000 agri-enterprises and about 5,000 livestock enterprises; (iii) facilitating the establishment of some 45 SME units and (iv) facilities for NGO support for implementation. The core principles for micro enterprise development are producing for the markets, diversification of activities to reduce risks and cluster approach to ensure quality and specifications.

4.3. COMPONENT 3: Programme Management

The objective of the Programme Management component is to strengthen the capacity and staff expertise to provide better services to stakeholders and the beneficiaries. Accordingly, the PMU component will have the following major activities: (i) establishing the State Programme Support Unit (PSU) within the MSAMB in Pune; (ii) setting up of a Programme Management Unit (PMU) under MSAMB in Amravati, and six District Programme Management Teams (DPMTs) under the respective ATMA in each of the six Programme districts; (iii) building the capacity of the executing and the implementing agencies; (iv) establishing a Monitoring and Evaluation system including the facilities for Results Impact Management System (RIMS); Establishing Management information system (MIS) and (v) carrying out baseline surveys, RIMS surveys, surveys for Main Reviews, special studies, sensitization workshops on gender and poverty issues and special workshops for all districts and Block level staff and Programme Completion surveys; (vi) providing office facilities, computers and other support and also adequate provisions for vehicle hiring and office operating costs including facilities for compliance audits. Facilities will also be provided for hosting an exclusive, dynamic website for the Programme and installation and O&M of software for monitoring.

5. Programme Financing Plan

Sr. No	Financers	Amount (Rs. Crore)	Percentage
1	GOM	188.01	31.7
2	IFAD LOAN	200.51	33.8
3	IFAD GRANT	5.04	0.8
4	SRTT GRANT	80.04	13.5
5	BENEFICIARIES	18.05	3.0
6	BANK CREDIT	72.69	12.3
7	PRIVATE SECTOR	28.89	4.9
	TOTAL	593.23	100

6. Knowledge Management under CAIM

Introduction:

Our programme believes in the Quote of Andrew Carnegie, (1835-1919)“The only irreplaceable capital an organization possesses is the knowledge and ability of its people. The productivity of that capital depends on how effectively people share their competence with those who can use it”.

7. Knowledge Management Strategy: will “contribute to the development of resilient production, sustainable and diversified households, on-farm and off-farm livelihoods, allowing households to face production and market risks without falling back into poverty and distress”.

8. Objectives of Knowledge Management:

1. To promote capturing, storing, sharing knowledge and competence within the programme for better management.
2. To Strengthen & enhance knowledge-sharing and learning processes
3. To Equip Programme with a more supportive knowledge sharing and learning infrastructure
4. To Fostering partnerships for broader knowledge-sharing and learning for sustainable development
5. To contribute the learning of Government and stakeholders to achieve the desired goal.

9. KNOWLEDGE MANAGEMENT: WHAT IFAD EXPECTS:

IFAD recognizes that knowledge management is the collection of systems, processes and Procedures designed to acquire and share the intellectual and knowledge based assets of the organization and its stakeholders. IFAD also recognizes that central facet of this vision is the staff, project participants, governments, financial and development institutions, civil society organizations and private sector. (IFAD 2007)

10. RATIONALE:

The changing global contexts and IFAD’s Result Oriented Country Strategic Opportunities Programme (COSOP) requires new approach for implementing of Knowledge Management. Knowledge Management plays an important role to operationlize to programme implementation strategy to achieve the expected goal and objectives.

The Programme needs to promote and enhance knowledge capturing, storing and sharing culture within Programme and its stakeholders. The evidence based knowledge products will improve the access to information and dedicated efforts and vision is required for the same. The Programme Monitoring and Evaluation officer will conduct various evaluation studies to find out what results are being achieved, what improvements should be considered, and what is being learned. It is expected to do with systematic and impartial assessment of programme policies, strategies, and sub projects, including their design, implementation plan, and the expected results. The M&E System will ensure producing credible, timely, and objective data, information, for the development of the knowledge products.

11. Core Knowledge Activities

The CAIM Programme is planning to keep the standard core activities of Knowledge Management as in relation to the various sector and sub sectors.

The five core activities (i) Identify, (ii) Create, (iii) Store, (iv) Share, and (v) Use.

12. What are the Knowledge Management Contexts

The Programme plans to use the various Knowledge management tools for its better programme management and knowledge sharing through the identification of specific knowledge areas (conducting Knowledge Need Assessment with sector heads), Thematic Knowledge relationships for the common interests, capturing indigenous Knowledge and to achieve the Donor's Commitment towards Knowledge Management in COSOP through contributing timely and quality knowledge products.

- The knowledge is understood and applied within Programme and shared with IFAD Programmes;
- Create knowledge interfaces with the existing structure of the programme;
- Identify the core knowledge management activities and link to existing core sectors;
- Identify and promote electronic infrastructures for support knowledge management strategies;

13. Knowledge Management Tools

The programme plans to use the well known Knowledge management tools which fit in five areas of competence as the figure below.

Level	Strategy Development	Management Techniques	Collaboration Mechanisms	Knowledge Sharing and Learning	Knowledge Capture and Storage
Level 5					
Level 4					
Level 3					
Level 2					
Level 1					

*Source: Based on Learning to Fly – Chris Collison and Geoff Parcell. *KM Self-Assessment*.

Note: Levels 5–1 suggest, in declining order of accomplishment, performance in five areas of organizational competence for knowledge management.

Programme Monitoring and Evaluation officer will developed a Framework for Self-Assessment to monitor and evaluate its progress in knowledge management in coordination with Knowledge Management Expert.

14. Framework for Self-Assessment

- Strategy Development
- Management Techniques
- Collaboration Mechanisms
- Knowledge Sharing and Learning
- Knowledge Capture and Storage

14.1. Strategy Development

The programme will focus on the following aspects as part of Strategy Development

- a) Auditing Knowledge
- b) Building a Learning Organization
- c) Building Institutional Capacity for Development
- d) Creating and Running Partnerships
- e) Enhancing Knowledge Management Strategies
- f) Learning Lessons with Knowledge Audits
- g) Linking Research to Practice
- h) The Most Significant Change Technique
- i) Outcome Mapping
- j) Overcoming Roadblocks to Learning
- k) Social Network Analysis
- l) The Sustainable Livelihoods Approach

14.2. Management Techniques

- a) Conducting Effective Meetings
- b) Crafting a Knowledge Management Results Framework
- c) Fast and Effective Change Management
- d) The Five Whys Technique
- e) Focusing on Project Metrics
- f) Growing Managers, Not Bosses
- g) Managing by Walking Around
- h) Managing Knowledge Workers
- i) New-Age Branding and the Public Sector
- j) Notions of Knowledge Management
- k) Output Accomplishment and the Design and Monitoring Framework
- l) The Perils of Performance Measurement
- m) Picking Investments in Knowledge Management

14.3. Collaboration Mechanisms

As CAIM programme moves forward with the implementation of the sub projects and will require various collaboration mechanisms to ensure quality Knowledge Management products, Policy recommendations, working papers etc.

- a) Action Learning
- b) Appreciative Inquiry
- c) Bridging Organizational Silos
- d) Building Communities of Practice
- e) Building Trust in the Workplace
- f) Collaborating with Wikis
- g) Distributing Leadership
- h) Drawing Mind Maps

- i) Exercising Servant Leadership
- j) Improving Sector and Thematic Reporting
- k) Informal Authority in the Workplace
- l) Leading in the Workplace
- m) Learning in Strategic Alliances
- n) Managing Virtual Teams
- o) Sparking Social Innovations
- p) Wearing Six Thinking Hats
- q) Working in Teams

14.4. Knowledge Sharing and Learning

The programme is planning use the various tools and methods for the knowledge sharing and learning by

- a) Asking Effective Questions
- b) Building Networks of Practice
- c) Coaching and Mentoring
- d) Conducting After-Action Reviews and Retrospects
- e) Conducting Effective Presentations
- f) Conducting Peer Assists
- g) Conducting Successful Retreats
- h) Dimensions of the Learning Organization
- i) Disseminating Knowledge Products
- j) Drawing Learning Charters
- k) Embracing Failure
- l) Enriching Policy with Research
- m) Harnessing Creativity and Innovation in the Workplace
- n) Identifying and Sharing Good Practices
- o) Learning and Development for Management
- p) Learning from Evaluation
- q) Posting Research Online
- r) Storytelling
- s) Using Plain English

Item	Channel	Frequency
Storytelling	Presentations	Continuous
After Action Review	Presentations	Continuous
World café	Presentations	Continuous
Peer Assist	Presentations	Whenever needed
Communities of Practice	Physical/Internet	Continuous
Knowledge fairs	Workshops	Once in a year
KM Report and Studies	Reports	Twice in a year
Publications	Project Books	Once in a year
Communication Materials	Thematic literature	Continuous
Extension Material	Thematic IEC material	Continuous
Compact Disk Compilations	Media	Continuous
Programme website	Internet	One time
Photo and Video sharing	Internet	Continuous

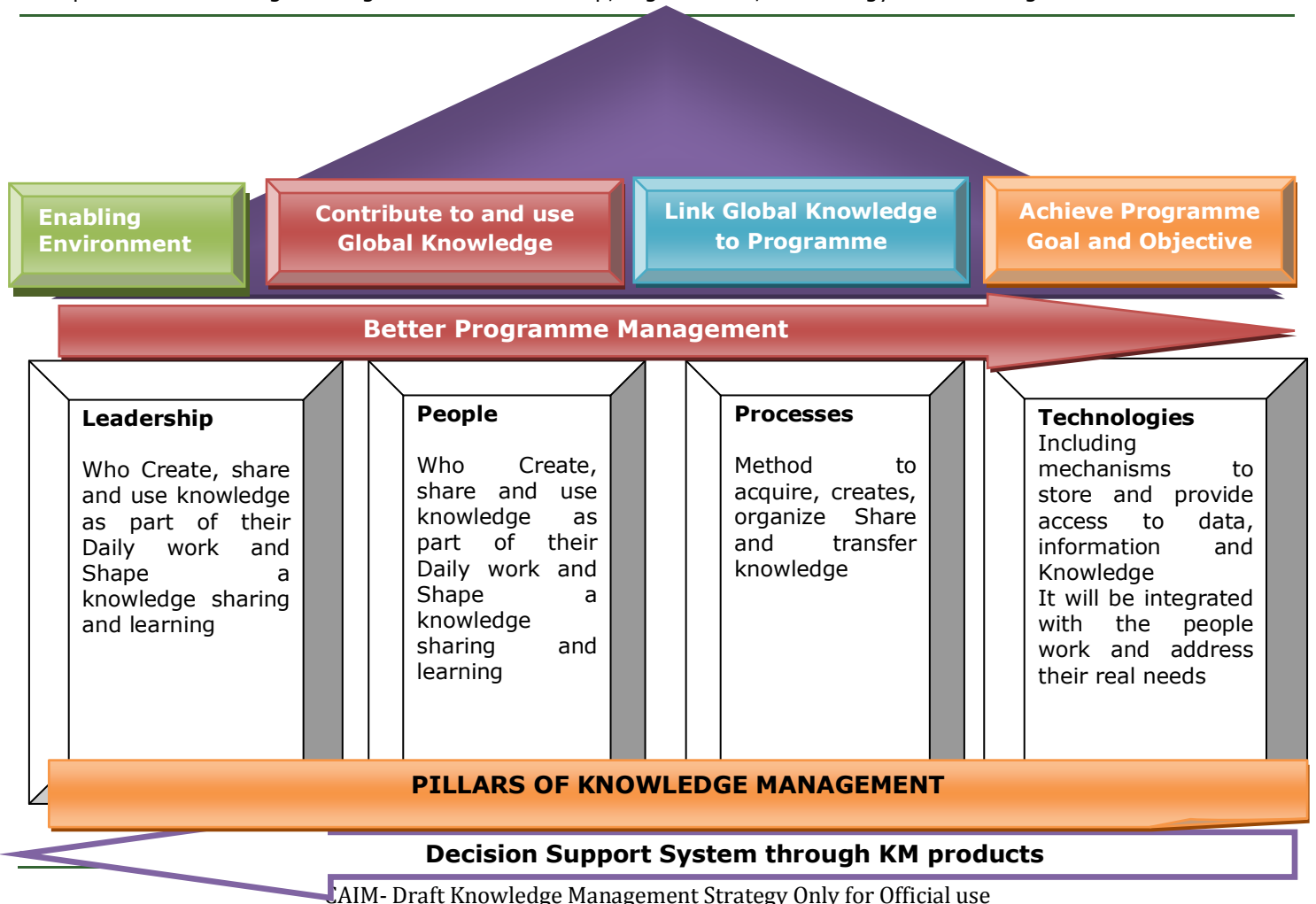
14.5. Knowledge Capture and Storage

The programme will try to ensure at her best to capture and retain the essential Knowledge for the programme. The same will store in the central Data Repository System, on shared drives, intranet, Internet (Google Docs, Website, wiki) where the programme staff can retrieve the same whenever needed. Disseminating Findings and Recommendations, conduct Exist interviews, Conducting After Action Reviews etc. Knowledge leaks in various ways at various times. Several techniques can be applied to ensure that essential knowledge is retained.

- a) Assessing the Effectiveness of Assistance in Capacity Development
- b) Conducting Exit Interviews
- c) The Critical Incident Technique
- d) Harvesting Knowledge
- e) Monthly Progress Notes
- f) Showcasing Knowledge
- g) Staff Profile Pages
- h) Writing Web Logs

15. Pillars of Knowledge Management

The knowledge management of CAIM programme will be developed on four pillars as IFAD believes in three. 1. People, 2. Processes, 3. Technologies where many Knowledge Management institutes believe in the four critical pillars for knowledge management i.e. Leadership, organization, Technology and Learning



16. Functions and Activities for Knowledge Management

The CAIM Programme will embed Knowledge management in all aspects of the programme as IFAD believes in KM is everyone's agenda for better management. The programme has also embedded the Architecture of Knowledge Management to initiate and implement sub project-wide knowledge management initiatives. The pillars of knowledge management are critical to success. The subproject primarily does the resource mapping, Knowledge audit, knowledge harvesting, peer assist, after action review, and identification and documentation of best or good practices. The following table outlines the core functions and typical activities of the architecture for lesson learning, and identifies illustrative implementation elements.

Pillar	Function	Typical Activity	Illustrative Implementation Element
Leadership	Drive values for knowledge management and Knowledge Sharing	<ul style="list-style-type: none"> Identify knowledge critical to learning lessons in Programme. Work-centered and strategic high-level plan. Establish goal and prioritize objectives. Define requirements and develop measurement program. Implement strategy. 	<ul style="list-style-type: none"> Strategic planning Vision sharing Definition of goal and objectives Commitment Knowledge management programs use of metrics Knowledge management roles in existence Rewards for use of knowledge management Encouragement, recognition, and reward for knowledge sharing Communications
People	Organize to support values for knowledge management.	<ul style="list-style-type: none"> Identify critical knowledge gaps, opportunities. Develop process model. Engage key audiences with incentives. 	<ul style="list-style-type: none"> Organizational structure Organizational culture Work process workflows Work process reengineering Total quality management Operating procedures for knowledge sharing Knowledge Management metrics Communications
Process	Utilize teams, exchange forum for better knowledge management.	<ul style="list-style-type: none"> Inspire collaboration. Facilitate CoP. Encourage storytelling. Recognize and reward knowledge sharing. 	<ul style="list-style-type: none"> Tacit and explicit knowledge Capturing, organizing, and disseminating knowledge Team learning Management support for continuous learning Exchange forums Communities of practice Encouragement, recognition, and reward for innovation Communications
Technology	Collect and connect knowledge.	<ul style="list-style-type: none"> Enhance system integration and access. Reuse existing capabilities in new ways. Monitor, measure, and report knowledge performance metrics. 	<ul style="list-style-type: none"> Email Data warehousing Data management software Multimedia repositories Groupware Decision support systems Intranet Lessons learned systems Video conferencing Communications

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