

Knowledge Management and Communication Strategy

Prepared by Sujana Dhital
Knowledge Management Specialist
Updated Version, March 2020

Government of Nepal | Ministry of Industry Commerce and Supplies
Rural Enterprises and Remittances Project (RERP) “Samriddhi”
Project Management Office (PMO) Itahari, Sunsari
Website: rerp.moi.gov.np
Email: rerpsamriddhi.itahari@gmail.com
Phone No: 025-476473/476476

Table of Content

1. RER PROJECT INTRODUCTION	3
2. KNOWLEDGE MANAGEMENT (KM) GUIDELINE FOR RERP	3
3. KNOWLEDGE MANAGEMENT (KM) OBJECTIVES IN THE PROJECT	5
4. STRATEGIC PRINCIPLES ON KM	6
5. THE FRAMEWORK OF KNOWLEDGE MANAGEMENT STRATEGY	6
7. THE RER PROJECT EXPECTS CONTRIBUTING KNOWLEDGE AND LEARNING IN THE FOLLOWING KEY AREAS;	7
8. LEARNING AND KNOWLEDGE-SHARING PROCESSES	8
9. KNOWLEDGE PRODUCT & COMMUNICATION PRODUCT	10
10. KNOWLEDGE SHARING MECHANISMS	12
11. APPROACH FOR KNOWLEDGE MANAGEMENT	13
12. KNOWLEDGE GOVERNANCE MECHANISM AT RERP	13

Figures

Figure 1: RERP Knowledge Management and Communications Strategy Components and key learning areas

Figure 2: Learning and knowledge- sharing process

Figure 3: RERP Knowledge Management and Communications Flow and key areas

Figure 4 : Flow of Information

1. RER Project Introduction

The Rural Enterprises and Remittances Project (RERP) "Samriddhi" is a seven year period project funded by International Fund for Agricultural Development (IFAD) and executed by Government of Nepal (GoN), Ministry of Industry, Commerce and Supplies on 10 December 2015 and is expected to be completed by December 2022. The Project is being managed and implemented through Project Management Office located in Itahari of Sunsari district and corridor offices of Janakpur and Itahari. The project has USD 68.15 million budgets in total. Agro-Enterprise Centre (AEC) of Federation of Nepalese Chambers of Commerce and Industry (FNCCI), HELVETAS Nepal are project partners whereas International Organization for Migration (IOM) is major stakeholder including the Financial Institutions extending services to the rural areas. The project aims in reducing poverty and achieving sustainable peace through employment-focused, equitable and inclusive economic development¹.

The Project intends to cover 16 districts of province 1, 2 and 3 following a north-south road corridor approach to facilitate connection of hill districts to larger market in Terai namely Bara, Rautahat, Sarlahi, Mahottari, Dhanusha, Sindhuli and Okhaldhunga from Janakpur Corridor and Bhojpur, Khotang, Udaypur, Siraha, Saptari, Sunsari, Morang, Dhankuta and Tehrathum from Koshi/Sagarmatha Corridor.

Its strategic goal is to “reducing poverty and achieve sustainable peace through employment-focused, equitable and inclusive economic development”. As its name suggest, Samriddhi is not to promote migration, but rather to, firstly, promote better local economic opportunities and, secondly, to enable those that still choose to migrate or who are returning to be better able to gain the full benefits of migration as a transformative step in their families’ economic livelihoods. Further, RERP proposes to bust-up the inclusive growth of markets and for agricultural products and the development of associated local clusters through which poorer smallholder producers can benefit alongside others.

2. Knowledge Management (KM) Guideline for RERP

The purpose of knowledge management in RERP is to establish an effective knowledge management system to assess project outcomes, within communities and groups, and between genders and different social groups; detect successes and

¹Key performance indicators: 20% increase in household ownership index by 4th year, 10% reduction in malnutrition and 33% of targeted beneficiaries are women

shortcomings; and to facilitate the adoption of solutions in improving project performance. Knowledge Management strategy adheres the commitment to track innovative practices, fuel policy dialogue and support project scaling up applying effective learning sharing activities in the project in-house through public relation knowledge products and also in the web presence. The KM strategy and processes clearly appreciates the various aspects of generating data and information, validating, synthesizing and analyzing, assembling, storing and documenting, sharing and disseminating with various stakeholders for application and learning to its users while in; i) Project Planning ii) Project Implementing and iii) Training and Capacity Development.

The KM strategy in the project is developed to facilitate the processes by which knowledge is captured, shared and applied effectively for improved performance and sustainability. Knowledge management through participatory approach towards knowledge building detects good practices on the area of interest to project stakeholders, and developing mechanism for exchange of knowledge. Under this strategy knowledge management process at RERP will contribute to making the best practices and cases of success/failure captured for sharing with all relevant end-users both project in-house and beyond about innovations available to innovators and disseminating essential new knowledge with the expectation of achieving following-

- A) Improving project management and performance;
- B) Allowing flexibility to changing circumstances;
- C) Documenting and share innovations, best practices and stories of successes and failures to improve project intervention;
- D) Providing information to support decisions on up-scaling to be made at mid-term review;
- E) Identifying important issues to convey to policy makers

Further, this strategy will apply the generated knowledge for both internal use (improvement of project performance through critical reflection, identification of problems, solutions, corrective actions and approaches) as well as external use (communication of knowledge to stakeholders and wider audience).

Effective implementation of this strategy will be the responsibility of all project staff and stakeholders with facilitation by the PM&E and KM Specialists.

For effective learning and KM, the project will differentiate between two approaches:

- Action-based learning and KM that takes place within and during the project to facilitate project performance and management by immediate responses and corrective actions
- Learning and KM for informed GoN and IFAD decision making and policy dialogue

3. Knowledge Management (KM) objectives in the project

To achieve the knowledge management objectives in the RERP, system will be developed in an integrated method together with monitoring and evaluation (M&E) system. The developed knowledge management system with **THREE** main objectives as mentioned below will be in accordance with government frameworks and IFAD guidelines.

- I) **STEER PROJECT IMPLEMENTATION:** This objective provides project stakeholders with information and analysis to a) measure project outcomes b) assess effects on the livelihood of target groups c) assess the relevance of the project strategy and implementation processes d) detect difficulties and successes e) supporting decision making to improve project performance and f) measure project contribution to the achievement of IFAD Country Strategic Opportunities Program (COSOP) targets.
- II) **SUPPORT ECONOMIC DECISIONS AND POLICYMAKING:** The thrust of this objective is to feed project stakeholders with information and analysis ; i) to assess the return brought by innovation ii) to develop profitable and sustainable activities then adapt their strategies accordingly. Further, this objective should also provide the government, Federation of Nepalese Chamber of Commerce and Industries (FNCCI) and other stakeholders with the information needed to make policy decision.
- III) **SHARE KNOWLEDGE AND UPSCALE GOOD PRACTICES:** RERP will share information and knowledge related to rural poverty, viable rural enterprises both in the farming and off-farming sectors, employment generation to poor households, migrant families and returnees in order to promote good practices, develop lesson learnt and successful innovation, scale up innovations and to influence policies thus positioning the fight to reduce poverty in achieving sustainable peace through employment-focused, equitable and inclusive economic development.

The sharing of knowledge in meeting this objective will be under appropriated formats to support project performance and policy dialogue.

4. Strategic Principles on KM

KM system will work out in an integrated approach together with all specialized technical staffs at RERP considering the following strategic principles;

1. *Open and easily accessible*; information and knowledge to all stakeholders both project in-house and external stakeholders
2. *Participatory* i.e. associate project stakeholders in the definition of indicators, data collection, analysis and dissemination of results.
3. *Focused on decision-making and policy dialogue*; not only on data production but on analysis, learning and sharing
4. *Harmonized*; connected with IFAD country level system and GoN relevant information system
5. *Accountable*; downward to (project stakeholders and target groups) and upward to (IFAD, GoN and donors)
6. *Inclusive*; approach which includes women, poor and marginalized
7. *Growing*; capacities and needs to be developed

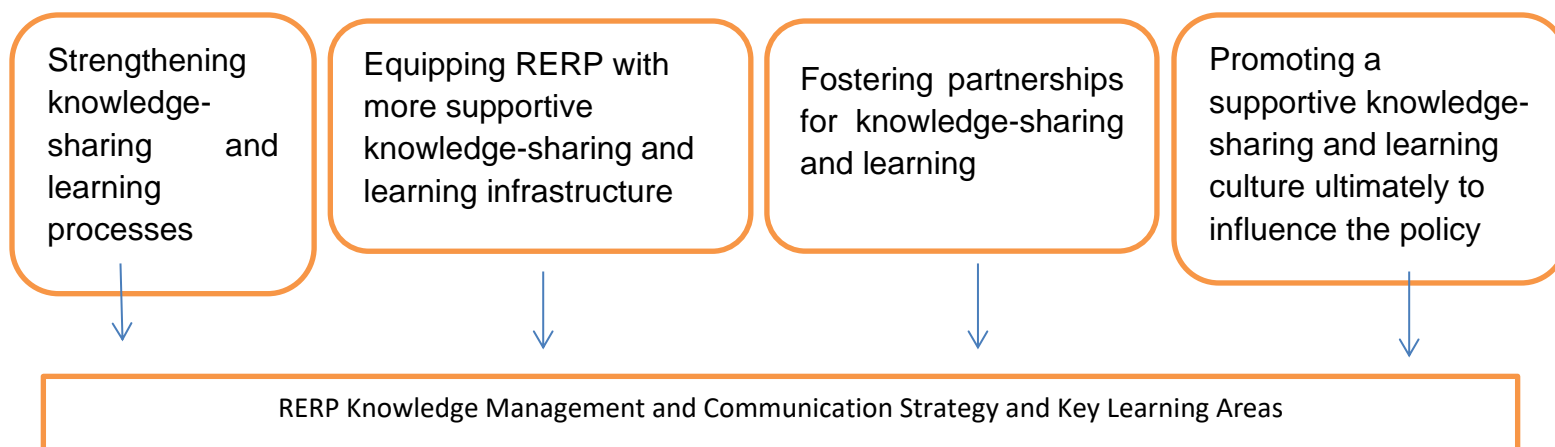
5. The Framework of Knowledge management strategy

The overall objective of the knowledge management strategy is to create a common understanding of the KM related issues and actions among the staff members of RERP and its key partners including relevant stakeholders at different levels. The framework includes the following four components in the RERP project;

1. Strengthening knowledge-sharing and learning processes;
2. Equipping RERP with more supportive knowledge-sharing and learning infrastructure;
3. Fostering partnerships for knowledge-sharing and learning;
4. Promoting a supportive knowledge-sharing and learning culture ultimately to influence the policy.

6. The RER project expects contributing knowledge and learning in the following key areas

Figure 1 RER Knowledge Management and Communications Strategy Components



- i) Developing a sustainable market for Rural Micro Small Enterprise (RMSE) and Jobs Promotion through Business-to-business linkages and inclusion of family and micro enterprises in remunerative markets and supply chains. Knowledge on these themes to be captured and shared through Multi-Stakeholders Platform (MSPs) together in the clusters level.
- ii) Innovative financial instruments and approaches in improving Non-Banking Financial Institution (NBFIs) & performance of such institutions capitalized.
- iii) Financial Education and Entrepreneurial Knowledge (FEEK) to be capitalized. The Financial Literacy training will be delivered through Cooperatives & Financial Institutions and to the school students.

- iv) Capitalizing knowledge in harnessing remittances for investing in rural enterprises and job creation. Information and knowledge shared through Platform on Migration and Development (PMD), Migration Resource Centers (MRCs) & Migration Information Centers (MICs).

- v) Economic mobilization and social mentoring process and procedure through Gender Action Learning System (GALS) to capitalize in empowering high-risk households and rural poor economically.

7. Learning and knowledge-sharing processes

Learning and knowledge-sharing processes are two integrated and indispensable components of a well-functioning knowledge system; the following figure shows the attributes in learning and knowledge sharing processes in the RERP.

Figure 2 Learning and knowledge- sharing process

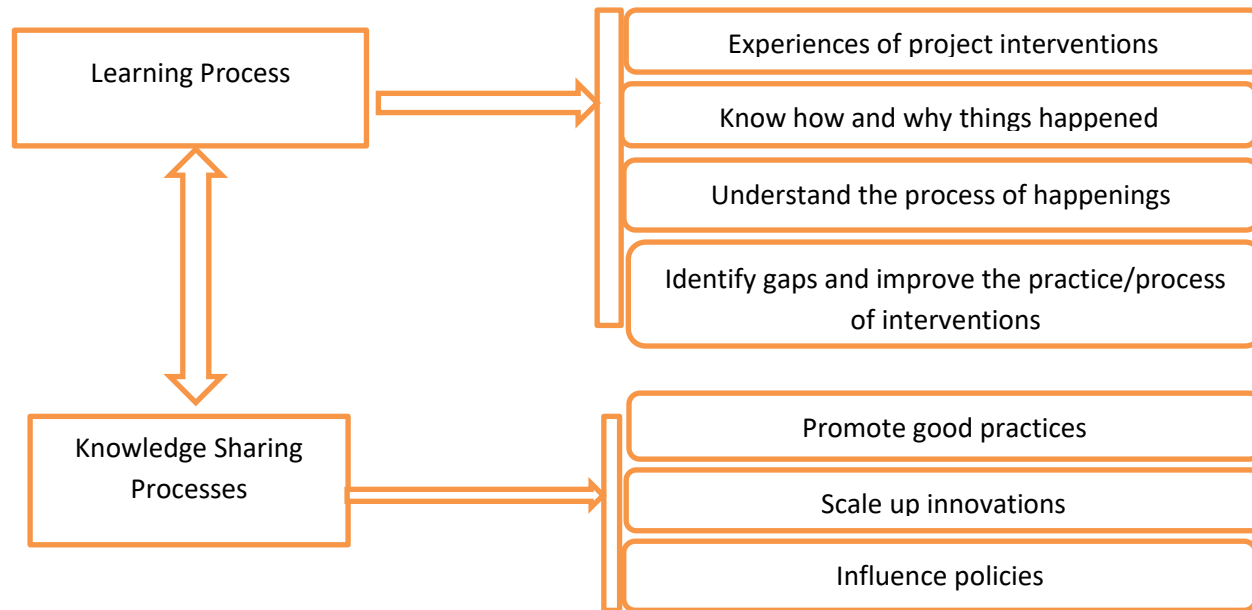
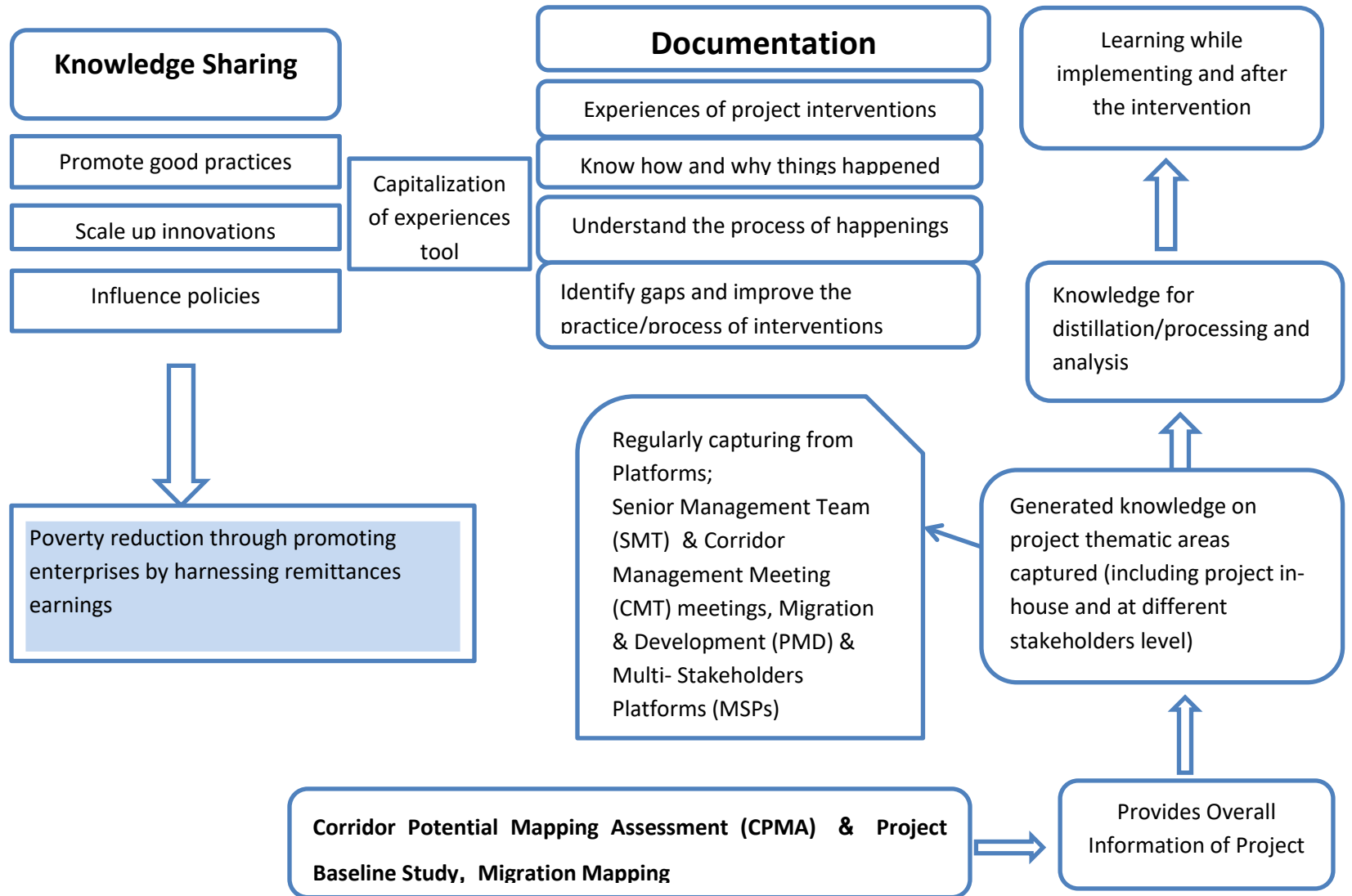


Figure 3 RERP Knowledge Management and Communications Flow

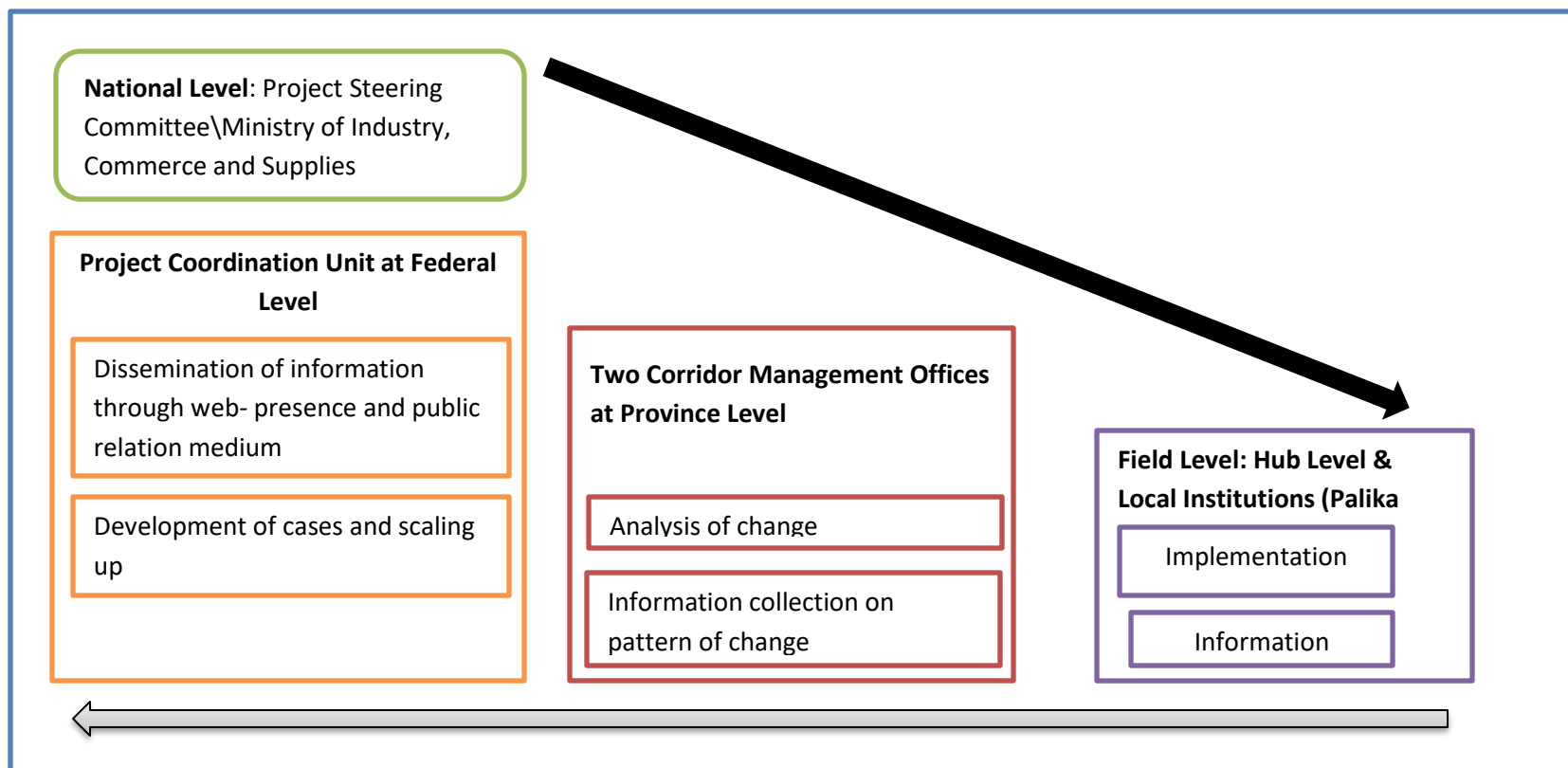


8. Knowledge Product & Communication Product

In developing the effective KM system, knowledge product and communication product will be disseminated on both web-presence and public relation materials.

1. Knowledge products aim at improved interventions through immediate use within the project life cycle by capturing, screening, analyzing by asking 'why' & 'how' questions. Some examples are; baseline survey, corridor mapping, impact assessment, thematic studies, in-depth case studies, journal articles, technical briefs, methodological tools, business model analysis, documents of various process, learning route etc.
2. Communication products are used to disseminate this knowledge, eg; announcements, stories, photos, news, short videos, brochures, newsletter etc. The following figure illustrates on flow of information at different levels.

Figure 4: **Flow of Information**



The following knowledge-sharing and learning processes will be strengthened to improve results generated through activities initiated by RERP on

Strengthening knowledge-sharing and learning processes

- i) Linking Knowledge management to M&E*
- ii) Strengthening linkages with regional and thematic networks*
- iii) Participating and organizing knowledge-sharing and learning events*
- iv) Producing knowledge and communication products*

Developing more supportive knowledge-sharing and learning infrastructure

RERP will develop more supportive infrastructure to achieve its knowledge management objectives.

- a) Organizing events to promote learning and sharing*
- b) Establishing linkage with existing ICT platforms*
- c) Promoting use of other IT tools*

Fostering partnerships for broader knowledge-sharing, learning and public awareness

While managing knowledge RERP will thrive for partnerships with associations and networks of individuals or organizations that share a purpose or goal and whose members contribute knowledge, experience, resources and connections and participate in two-way communications.

- A) Organizing multi-stakeholder platforms*
- B) Forming partnership with projects involved in enterprise promotion, remittance and financial inclusion*
- C) Improving RERP visibility*

Promoting knowledge-sharing and learning culture

In establishing and promoting knowledge sharing culture in RERP committed group of the team members will build the foundation and leadership group to lead a collaborative process involving the entire organization through following activities.

- Creating a knowledge-sharing coordination team
- Creating a vision and expectations
- Knowledge dissemination and sharing
- Developing skills and competencies
- Develop knowledge capturing and sharing skills
- Develop a knowledge-sharing platform

9. Knowledge sharing mechanisms

The following knowledge sharing mechanisms is proposed for the various knowledge generation and products at RERP. The mechanisms will be further discussed and agreed with the team from the planning to implementation of the project.

1. Case Studies
2. Standardized Lesson Learned
3. Tacit Knowledge Management (Observation, Interactive Conversation, Storytelling, Experience Sharing)
4. How-to guides
5. Concept notes
6. Story
7. Diaries
8. Action Research and Studies such as Baseline Survey, Corridor Potential Mapping and Migration Mapping
9. Technical Brief
10. Press Release
11. Exchange Visits
12. Website
13. Print/presentation(Brochure, Workbook, Checklist, PowerPoint presentation, Spreadsheet, Newsletter)
14. Audio- Visual (Video clip, audio clip or podcast, multimedia presentation, audio livestream)
15. Facilitation Technique(Flipcharts, Post-It notes)

- 16. Learning and Communication tools(E-mail, Blog, Project Apps, Office Monitoring System(OMS), Social networking platforms)
- 17. Mass Media(newspapers, newsletters, radio, TV, mobile phones)

10. Approach for Knowledge Management

RERP in managing knowledge adopts an Experience Capitalization (EC) process. The EC process that we adopt here is influenced from “Capitalization of Experiences for Greater Impact in Rural Development” project being implemented in different parts of the world by the Technical Centre for Agricultural and Rural Cooperation (CTA), in collaboration with Food and Agriculture Organization of the United Nations (FAO) and the Inter-American Institute for Cooperation on Agriculture (IICA), and with financial support from IFAD.

The experience capitalization approach aims to facilitate the process to help improve the analysis, documentation, sharing, and the adoption and use of lessons and good practices – as an approach for continuous learning, improvement and scaling up. The experience capitalization follows the template as attached in **Annex** while capitalizing knowledge on different theme.

Supply chain approach will provide a road map where the project aims to reach and how often assumptions and target should be monitored by three major teams in the project such as i) Enterprise Service Centre(ESC) ii) Corridor Team and iii)Project Management Team(PMT).

12. Knowledge Governance Mechanism at RERP

Institution’s head-- Project Manager is reported by Knowledge Management Specialist (KMS). The KM person in RERP is placed to identify operationally relevant experiences and to document them in easily accessible knowledge assets for further sharing and replication. The KMS is projects’ focal person for knowledge and learning related issues. Following figure shows the hierarchy and Knowledge Management roles in the RERP.

Knowledge- Management Governance and Roles



Annex:

Tables Experience Capitalization

Blue = About the experience capitalization process

Green = About the experience itself

Preparation

To help orient the experience capitalization process.

Why?	For whom?	What?	Why this case?
<i>What is the purpose for doing an experience capitalization process now?</i>	<i>Who will be the target audience for the experience capitalization outcomes?</i>	<i>What is the case you have selected?</i>	<i>What is the unique, relevant contribution of this particular case?</i>

<p>Help start RERP intervention in the project working districts</p>	<p>Active Poor Household, Women and Youths</p>	<p>Financial Literacy Class for women, poor household and youths will be more inclusive and shared decision making enhanced within the project influence area.</p>	<p>Migrants, returnee both in country and abroad will be enabled for productive utilization of Remittances and enterprise promotion in the country.</p>
---	--	--	---

Setting the boundaries

To help focus on the selected experience.

<p>Title (what?)</p>	<p>Location</p>	<p>Stakeholders</p>	<p>Starting date and duration</p>
<p><i>What is the case you have selected?</i></p>	<p><i>Where did the experience take place?</i></p>	<p><i>Who was involved in the experience?</i></p>	<p><i>When did the experience take place?</i></p>
<p>Financial Literacy Class enables poor household, women and youths in productively utilizing Remittance earning into enterprises.</p>	<p>Will take place in 16 working districts of Nepal namely Bara, Rautahat, Sarlahi, Mahottari, Dhanusha, Sindhuli and Okhaldhunga from Janakpur Corridor and Bhojpur, Khotang, Udaypur, Siraha, Saptari, Sunsari, Morang, Dhankuta and</p>	<p>Technical team members</p>	<p>2017 Feb to</p>

	Tehrathum from Koshi/Sagarmatha Corridor.		
--	---	--	--

Objective(s)	Problem(s)	Previous attempt(s)	Context
<i>What was the objective of the intervention/the case?</i>	<i>What were the problems that the intervention tried to address?</i>	<i>What was done before to try to solve the problem(s) identified?</i>	<i>Which (social, environmental, political, economic, etc) factors shaped the setting in which the experience took place?</i>
Financial Literacy is to teach migrants and returnees the concepts of financial management, and how to efficiently manage their income. It offers the opportunity to learn basic skills related to earning, spending, budgeting, saving, borrowing, insurance investment and such.			

Description (organizing information)

To organize all the information available and identify which information might still be missing, to understand: a) the initial situation, b) the intervention process and c) the current situation.

Components	Activities	Positive outcomes	Negative outcomes/ challenges	Unexpected results
<i>Which groups of activities were part of the experience?</i>	<i>What was done in response to the problems? Include:</i> - Who was involved in which activities - Where, when and for how long did each activity take place - Details on the content of the activities	<i>What were positive outcomes of the activities? Include:</i> - Direct results - Long term impacts - Details - Evidence (numbers, quotes, examples)	<i>What were negative outcomes of the intervention, and which challenges did you encounter? Include:</i> - Direct outcomes - Long term impacts - The effects of the challenges - Perhaps what you did to counter the challenges	<i>What were outcomes that you did not plan for? These can be positive and negative.</i>
1.				
2.				
Etc...				

Analysis

To reflect and understand the reasons behind success or failure. To generate new knowledge based on practical experience.

Criteria	Indicators	Contributing factors	Limiting factors	Lessons
<i>How do you decide whether the experience was successful or not? (The “lenses” with which to look at your experience)</i>	<i>How can you measure or observe the criteria in real life? Indicators can be quantitative and qualitative.</i>	<i>What are the reasons behind the positive results? Can include: - approaches - implementation - attitudes - context - etc.</i>	<i>Why is it that (even) better results were not possible? Can include: - approaches - implementation - attitudes - context - etc.</i>	<i>What can you learn from this?</i>
1.				
2.				
Etc...				

Dissemination plan

To plan for sharing the results of the experience capitalization process

Audience	Purpose	Message	Products and channels	Timeline
<i>Who do you want to reach, who needs to learn about your experience?</i>	<i>For each target audience: what is the purpose for sharing with them? (Link this to your objective for doing the experience capitalization process in step 1)</i>	<i>For each target audience: what are the lessons that you want to share with them? (Link this to your objective for doing the experience capitalization process in step 1 and the lessons from the analysis)</i>	<i>For each target audience: what are the best ways to reach them?</i>	<i>For each product/channel: when do you plan to share? Which steps need to be taken?</i>
1.				

2.				
Etc...				

Action plan

To plan for completing the experience capitalization process.

Activity	Who is involved	Timeline	Resources needed	Anticipated challenges
<i>What needs to be done to complete the process?</i>	<i>Who is involved in each activity, and what is their role?</i>	<i>When should each activity take place?</i>	<i>What resources are needed for each activity?</i>	<i>Which challenges might be involved in each activity (and what can you do to minimize them)?</i>
Debriefing				
(Re-)Framing				
Interviews/ meetings				
Reviewing documents				
Writing				
Validation				
Etc...				

References:

“Becoming a Knowledge Sharing Organizations: A handbook for Scaling of Solutions through Knowledge Capturing and Sharing” Steffen Souljman, Janus, World Bank Group 2015& 2016

“Knowledge Management Strategy”, IFAD.

“Knowledge Management and Communications Strategy”, High Value Agriculture Project in Hill and Mountain Areas(HVAP), Nepal.