



Partnerships for Irrigation and Commercialization of Smallholder Agriculture (PICSA)

KNOWLEDGE MANAGEMENT and LEARNING (KML) STRATEGY

Type of Report : KML Strategy
Report No. : KM2021
Date : November 2021

**MINISTRY of AGRICULTURE &
FORESTRY**

DEPARTMENT of IRRIGATION

**Partnerships for Irrigation and Commercialization of Smallholder
Agriculture (PICSA)**

KNOWLEDGE MANAGEMENT and LEARNING STRATEGY

February 2022

Project Governance Team (PGT),
Vientiane Capital

TABLE OF CONTENTS

Table of Contents

ACKNOWLEDGEMENT	4
ABBREVIATIONS AND ACRONYMS	5
PROGRAMME AREA MAP	6
1. Introduction.....	7
a. <i>Context and background</i>	7
b. <i>Rationale for KM strategy</i>	8
2. Knowledge Management (KM) Concept	9
3. Development process of the KM strategy	9
4. Goal	10
5. Expected Outcomes	10
6. Outputs and activities	10
a. <i>Knowledge Management Culture</i>	10
b. <i>Knowledge Management and Learning Processes</i>	11
c. <i>Knowledge Management Infrastructure</i>	13
d. <i>Partnerships for Knowledge Management and Learning</i>	14
e. <i>KM products dissemination and communication</i>	14
f. <i>Staff capacity building</i>	15
7. Implementation.....	15
a. <i>Implementation steps and arrangements</i>	15
b. <i>Costs and Financing</i>	16
c. <i>Risk Management</i>	16

ACKNOWLEDGEMENT

On behalf of the Project Governance Team (PGT), Partnerships for Irrigation and Commercialization of Smallholder Agriculture (PICSA) project, I would like to sincerely acknowledge the contributions and support extended by the following individuals in developing this Strategy.

- 1) Mrs. Bounthiene VONGKAYSONE, Deputy Director General, DoI, PICSA for being the resource person in the think tank and also for helping me in formulating this strategy.
- 2) Mr. Khansawanh SISOPHA, National Project Coordinator, PICSA for providing valuable suggestions and addition of ideas.
- 3) Mr. Vila LAOKOM, Deputy National Project Coordinator, PICSA for his comprehensive set of instructions and devised mechanisms.
- 4) Mr. Franck Caussin, Chief Technical Adviser, for his constant support.

Thank you all once again for your help and I look forward to your continued support and cooperation for the successful implementation of this Strategy.

Mr. Ritik Joshi
Communications & Knowledge Management Specialist,
PICSA PGT, Vientiane Capital.

ABBREVIATIONS AND ACRONYMS

ADB	Asian Development Bank
PICSA	Agriculture for Nutrition Project
AIF	Agri-business Investment Facility
AWPB	Annual Work Plan and Budget
BMZ	German Ministry for Economic Cooperation and Development
CM	Component Manager
DPIT	District Agriculture and Forestry Office
DoI	Department of Irrigation
EU	European Union
FGIF	Farmer Group Investment Facility
GAP	Good Agricultural Practice
GCF	Green Climate Fund
GoL	Government of Lao Peoples Democratic Republic
HH	Households
IEC	Information, Education and Communication
IFAD	International Fund for Agricultural Development
KM	Knowledge Management
KP	Knowledge Product
KML	Knowledge Management and Learning
Kumban	Cluster of villages / administrative unit
LWU	Lao Women Union
MAF	Ministry of Agriculture and Forestry
M&E	Monitoring and Evaluation
PPIT	Province Agriculture and Forestry Office
PGT	Project Governance Team (PGT),
PDR	People's Democratic Republic
PIM	Programme Implementation Manual
SRIWMSP	Sustainable Rural Infrastructure and Watershed Management Sector Project
ToR	Terms of Reference
VC	Value Chain

KNOWLEDGE MANAGEMENT AND LEARNING STRATEGY

1. Introduction

a. Context and background

The Government of Lao PDR (GoL) and IFAD agree to allocate IFAD's 11th country allocation to a Project that pursues intensified agricultural production and commercialization of smallholder agriculture. This Project is named Partnerships for Irrigation and Commercialization of Smallholder Agriculture (PICSA). PICSA is designed as part of a regional programme, financed by ADB/EU and BMZ/GCFA. PICSA provides added value to investments in irrigation infrastructure and catchment management by building market linkages, enhancing commercialization and intensification of (irrigated) agriculture, and supporting improved nutritional practices. The project has a life of 6 years, that became effective on 29 November 2019 and is expected to complete on 31 December 2025.

PICSA's immediate rationale is that higher profits from irrigation systems enable water user groups to finance operation, maintenance, and minor system modifications – and thereby to sustain their systems. The wider rationale is that intensified commercial smallholder agriculture in the farming system centered on irrigated wetlands constitutes a strong driver for local socio-economic development, improved nutritional intake, and sustainable use of natural resources.

PICSA addresses clusters of lowland paddy areas ('irrigated wetlands') around and including these 15 schemes, as well as adjacent hill slopes, which have a potential for intensified rain-fed crop and livestock production and which are farmed by the same households cultivating lowland paddy, as well as by others, often poorer households in the same communities. PICSA will coordinate with communities through existing Village structures and will support local economic development by enhanced production of high-value crops.

IFAD provided a grant of USD 21.04 million. Local private enterprise is expected to contribute USD 1.55 million. Village beneficiary contribution will be USD 5.5 million. The GoL contribution is estimated at USD 2.16 million. The Government contribution covers taxes, duties and some rural infrastructure and project management staff costs.

Project objectives: The Goal to which PICSA will contribute is enhanced livelihood resilience and sustainability within the Project intervention area.

The Development Objective – to be attained by the beneficiary households using the outputs provided by the Project – is sustainable and inclusive local economic development. The Development Objective is supported by tangible Project outcomes in the areas of intensified smallholder agriculture, market linkages, and nutrition; and is underpinned by a strong drive for inclusiveness.

Project Area and Target Population.

The Project is implemented in 19 districts and approximately 353 villages targeting 191,880 smallholders (36,900 household) through 4 provinces, including Houaphan (Xiengkhor, Et, Sopbao, Viengxay, Xam Tai, and Xamneua districts), Luangprabang (Chomphet, Luangprabang, Xienggeun, and Nan), Xieng Khouang (Pek, Khoun, Kham, and Phaxay) and Xayaboury (Paklay, Thongmixay, Phieng, Sayabouly, and Xaysathan) province of Northern Laos.

Project Components.

The project is organized into three interrelated components. These are:

Component 1: INTENSIFIED AGRICULTURAL DEVELOPMENT

Component 2: VALUE CHAINS DEVELOPED

Component 3: IMPROVED NUTRITIONAL PRACTICES

b. Rationale for KM strategy

The Project Implementation Manual (PIM) of PICSA recognizes the importance of Knowledge and the need to develop a Knowledge Management and Learning (KML) Strategy. The key reasons why KM is considered important in PICSA and how a KML strategy would contribute to the overall achievement of the project objectives and goals are as highlighted below:

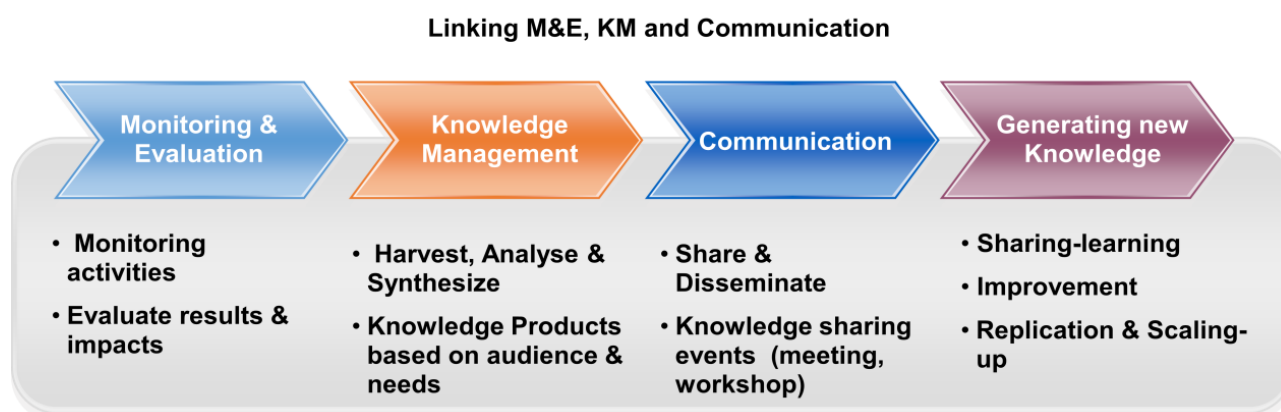
- **Improving project performance:** The Project knowledge management and learning (KM&L) process is designed to systematically identify, analyze, document, and share Project knowledge to strengthen project performance, support innovation dissemination, identify issues to convey to policymakers, and provide information to support upscaling. KM enables the project to share success and failure stories, and best practices that can be replicated, by making technical know-how available and learning from other's experiences, better and faster decisions can be made thereby saving time, money and efforts;
- **Increasing the visibility of the project interventions:** If relevant stakeholders become increasingly aware of the work done under the project, they can share appropriate knowledge and solutions based on their own experiences with similar projects. In turn, relevant stakeholders can learn from the project;
- **Promoting collaboration and partnership:** Generation of knowledge and knowledge products will require collective efforts from all the actors and project implementers. In addition, knowledge sharing and learning events will be organized which will enable better learning from each other thereby fostering improved collaboration and partnership. This process, managed by IFAD, ADB, and GIZ will provide a practical avenue for collaboration and learning, thus directly contributing to more effective coordination, and alignment with government policies on irrigation management, development of irrigated high value crops and market linkages, improved nutritional practices and improved governance and sustainable forest landscape management. Good practices will be identified and scaled up within PICSA and other projects to come. This will include developing linguistically and culturally appropriate learning approaches that consider low literacy rates of ethnic people, especially women.
- **Knowledge sharing:** is a continuous process and an integral part of the project management work. The Project envisions a dynamic programme of information sharing including (i) close collaboration with the Technical and Working Groups and other development partners; (ii) intra- and inter-district study tours, and workshops for the project and line ministry staff at national, provincial and district levels to evaluate, discuss and promote innovative agricultural initiatives; and (iii) different supports for dissemination of results including farmer-to-farmer and enterprise-to-farmer platforms, learning events (workshops, technical "fairs" & exhibitions, etc.), and presentations of results at national and regional conferences and events. The PGT will also commission a series of reports that capture the PICSA development experience.
- **Stimulating innovations:** Under PICSA, various innovative approaches will be identified and created pertaining to various models developed for project beneficiaries. All these foreseen innovations in agriculture extension and promotion of partnerships for smallholders will require proper documentation regarding their successes and failures for learning, scaling up, and replication.
- **Capturing knowledge generated:** The PICSA KM specialist, with PPIT, DPIT, and project colleagues' support, will collect all relevant information to document lessons learnt, best practices, and success stories on irrigation management, market linkages and other agricultural interventions of the project. The collected information will also consider analysis of: various progress reports, meetings and interviews, monitoring and evaluation reports, and output evidence provided by targeted groups, market and value chain entities,

- **Developing and delivering a lessons' learnt study:** Based on the information collected along with project implementation, the PICSA KM specialist will develop an end of project's Lessons Learnt Report, analyzing the documented lessons learnt, best practices, and various cases. It will be first submitted to IFAD and, once feedback has been incorporated, the report will be shared widely, particularly through online platforms.

2. Knowledge Management (KM) Concept

Knowledge Management is the interdisciplinary process that govern the creation, utilization and dissemination of knowledge to change people's outlook, and viewpoint which aids to better achieve the objectives of an individual or an organization. The KM process under PICSA will be guided by the IFAD coherent approach, which advocates a strong connection between KM and M&E in country projects. The current project setup also portrays and supports the generation of knowledge from the M&E system and its utilization for project management purposes. Therefore, under PICSA the M&E system is already being transformed in view of the coherent approach towards knowledge generation, sharing, and utilization. Figure 2 below illustrates the KM & M&E coherent approach.

Figure 2: Coherent approach linking project KM & M&E



3. Development process of the KM strategy

This Strategy is developed following the recommendation from PICSA management on the required mechanism and roadmap for further strengthening the Knowledge management and Learning approach of the project and to create related Knowledge Products (KPs) and Information, Education and Communication (IEC) material to be used across the length and breadth of the project. Further to the discussions, it was also noted that the KM specialist collaboratively with the project team will create several documents and reports to be submitted to IFAD and ensure proper documentation of past projects experiences related to PICSA objectives.

Following the development of KPs and IEC material, it is to be noted that KPs are materials which will be based on the interests of the main stakeholders and partners and include production of stories from the field, lessons learned, project briefs, policy briefs, technical guidelines, articles (newspaper), newsletters, press releases, videos, photos, interviews, and infographics etc. Whereas, Information, Education and Communication (IEC) materials are used to convey public messaging in order to support the project objectives, these materials include flyers, leaflets, brochures, social media posts, posters etc.

It may however be noted that most of the KM activities reflected in the strategy document portrays the engagement from Q4 2021 towards the rest of the project life cycle. The Strategy will first be revised and updated based on the review to be conducted during the upcoming IFAD Supervision Mission (ISM) and will keep evolving as part of the project implementation dynamic. Thus, the Strategy will remain a dynamic living document.

4. Goal

The overall goal of the KM strategy is to “Build a *credible knowledge base of practical and actionable know-how that leads to improved performance and results in the project, and scaling up of successes for inclusive and sustainable rural transformation*”.

5. Expected Outcomes

The implementation of this KM strategy is expected to contribute to the following three main outcomes, among others:

- *Improved project performance and results through enhanced learning, knowledge sharing, and dissemination/communication;*
- *Enhanced information management system (IMS) to ensure better access to reliable information and knowledge in relation to the project components; and*
- *Better engagement, partnership and collaboration with the project implementing partners and recipients in KM (knowledge generation – sharing – utilization).*

6. Outputs and activities

The expected outputs and activities of the KML strategy are presented below in terms of KM culture, processes, infrastructure, and partnerships as these components amalgamate to provide a wholesome learning system for the project.

a. Knowledge Management Culture

Expected output: A KM culture is promoted whereby generating, sharing, and using knowledge is increasingly considered by the project staff and implementing partners as an integral part (and not an add-on) of their daily work. Knowledge management and Learning (KML) plays a pivotal role in the country programme, linking the experience, lessons and evidence emerging from investment projects to policy engagement and scaling up efforts.

In order to create and sustain a Knowledge Management & Learning (KML) culture and for effective implementation of PICSA, firstly, a KM specialist, appointed with the PGT, will liaise closely with the component technical advisors at the PGT, and also with focal officers at the supporting agencies namely ADB, GIZ, DPIT's & PPIT's. The KM Specialist will establish a project website, which will serve as a common platform for the implementing agencies to share knowledge. The KM specialist, CTA, and the project team will collectively manage the website. The KM specialist will also create PICSA social media presence in form of Facebook pages for monitoring and awareness generation purposes. These Facebook pages will reflect daily project activity progression, implemented by project TA's and PPIT, DPIT personnel.

KM specialist will also facilitate information editing and make it suitable for mass dissemination. In addition, the quarterly reports from DPIT's and PPIT's are encouraged to provide details for case studies and write-ups of the successful case linked to some of the key achievements reported in respective quarters, these details may also be contributed by project extension staff and cluster facilitators. These cases apart from dissemination will be archived for future references.

The KM specialist in collaboration with implementation partners, such as DPIT, and PPIT, will organize appropriate training of field staff on information collection, compilation, and Knowledge Product (KP) development. These trainings will include information on good practice identification, stories from the field, conducting interviews, write-ups and photography skills for evidential materials. The KM specialist will also device a mechanism for refresher trainings if requested by implementation partners.

The KM specialist will produce a variety of KPs and publications. In order to do so the KM specialist will conduct field visits and interviews with beneficiaries on their good practices and lessons learned. Also, the KM specialist will provide training to relevant field staff on the mechanism of collecting and providing appropriate data and stories for further contributing to the production of KPs. For this role to translate into actions, the KM specialist of the PGT will facilitate the process by conducting on the job trainings for relevant staff and monitoring closely the given deadlines for submission of the information.

b. Knowledge Management and Learning Processes

Expected outputs: *Processes to learn and share knowledge are strengthened and effectively used; Capacity of project staff to generate, share and use knowledge is enhanced; Implementing staff are engaged in generating and sharing KPs and IEC materials.*

The development of KPs under PICSA will follow a theme-based approach through a participatory development process involving all key stakeholders of the project. Key thematic areas and KPs that would be identified are presented in Table 1.

Table 1: Thematic based KP Development & Dissemination

KM Themes	KP and IEC material	Area of focus (Content)	Dissemination/communication
Gender	Case studies, Assessment Reports, Success stories Videos	<ul style="list-style-type: none"> • Success stories of women-headed FPGs and their role in farming • Women-led Farmer to farmer exchange visits • An assessment of user-friendly irrigation technologies, tools, and equipment with emphasis on its impact on gender. • Success stories of women-headed households in various thematic approaches related to project interventions and their role in farming / nutrition / business. 	<ul style="list-style-type: none"> • DoI, MAF, PICSA Websites, Workshops, National events, donors, fairs, social medias • Half-yearly and Annual Reports • Assessment Reports
Youth	Case studies Success stories	<ul style="list-style-type: none"> • Youth and farming, entrepreneurship and farm business 	<ul style="list-style-type: none"> • DoI, MAF, PICSA Websites, Workshops, National events, Donors, fairs and social medias
AED, AEIF	Success stories	<ul style="list-style-type: none"> • Success stories and case studies of project beneficiaries • Documenting various 	<ul style="list-style-type: none"> • DoI, MAF, PICSA Websites, Workshops, National events, Donors, fairs, social medias

		AEIF themes	
On farm water management approaches	Success stories, Videos	<ul style="list-style-type: none"> • Success stories and case studies of project beneficiaries on their good practices and lessons learned • Documenting various approaches on their array of adopted activities supported by PICSA. (innovative small irrigation development) 	<ul style="list-style-type: none"> • DoI, MAF, PICSA Websites, Workshops, National events, Donors, fairs, social medias • PPIT's, DPIT's, Line agencies.
FGIF	Identify minor infrastructure for irrigation and market access, Identify investments in agricultural production, Storybook Videos	<ul style="list-style-type: none"> • Success stories and case studies of project beneficiaries on their good practices and lessons learned • Documenting various approaches on their array of adopted activities supported by PICSA. 	<ul style="list-style-type: none"> • DoI, MAF, PICSA Websites, Workshops, National events, Donors, fairs, social media • PPIT's, DPIT's, Line agencies.
VDP/Village Investment Plan (VIP)	Success stories, Impact	<ul style="list-style-type: none"> • Document the impact of VIPs provided by the project on beneficiary's livelihoods and agricultural production capacities 	<ul style="list-style-type: none"> • DoI, MAF, PICSA Websites, Workshops, National events, Donors, fairs, social medias • PPIT's, DPIT's, Line agencies, NAFRI, DTEAP.
Nutrition	school gardens, enhance water supply, good nutrition	<ul style="list-style-type: none"> • Success stories and case studies of project beneficiaries on their good practices and lessons learned 	<ul style="list-style-type: none"> • DoI, MAF, PICSA Websites, Workshops, National events, Donors, fairs, social media • PPIT's, DPIT's, Line agencies.
Good Agricultural Practices (GAP)	Training and extension Manuals, Success Stories, Posters, Reports, Video Clip	<ul style="list-style-type: none"> • Product Diversification, group marketing initiatives, technology adoption, income generation 	<ul style="list-style-type: none"> • DoI, MAF, PICSA Websites, Workshops, National events, Donors, fairs • PPIT's, DPIT's, Line agencies.
Innovations and best practices	Case studies, Media clips, Success stories, Leaflets, Use of social media,	<ul style="list-style-type: none"> • Integrated farming practices (Agricultural and Livestock farming, integrated crop.) Integrated Homestead Food Production (IHFP), Irrigation schemes, and market 	<ul style="list-style-type: none"> • Training, use of manuals, Practical demonstration, meetings, exchange visits

	Facebook pages, YouTube channel	linkages.	
--	------------------------------------	-----------	--

Methodology for KP Development & Dissemination

Although different themes have been identified for KP & IEC material development, cross-cutting issues such as gender, youth, women are also mainstreamed in KPs under other thematic areas as well. The KM process will deploy a variety of mechanisms such as open sharing of information and updates on the web portal, periodic updates of additional write-ups for quarterly and annual reports, case studies, photographic and video records. The collection and archiving of this information will be translated into KPs at the PGT and disseminated further to wider audiences. An interloop development and management process will be followed as outlined in Figure 3.

Figure 3: The Knowledge Management & Development Process



KPs and IEC material will be developed based on the project needs identified under PGT, PPITs and DPITs and will be led by the KM specialist at PGT using existing skills and dissemination. New KPs will be developed in the process of project implementation through field work by identifying and recording good practices and lessons learnt. Regular and consistent monitoring and evaluation (M&E) of activities will greatly contribute to KP developments.

The PGT will coordinate KM development skills and learning events such as trainings, workshops, and fairs and will provide adequate funds as input to the KM process. Where required, certain KPs will also be tailored to suit its utility with specific audiences and to ensure better results of knowledge

enhancement, bringing about change in agricultural practices, better management system through archiving for reference and dissemination.

c. Knowledge Management Infrastructure

Expected output: To create a KM infrastructure that considers both technical and social aspects for promoting effective Knowledge management including work culture, knowledge sharing, information technology, project structure, and individuals.

In line with opportunities related to information technology platforms (both formal and informal) that enables better information management, communication, and knowledge-sharing, PICSA will explore the potentials of existing sources of knowledge and skills. The project will provide the required platforms and adequate supports to facilitate effective knowledge development and sharing mechanisms. PICSA will use its website and social media presence as the main platforms for sharing developed KPs.

The following KM infrastructure (i.e. physical infrastructure) shall be used:

Knowledge Management and Learning strategy

- Internet (although not easily accessible to all stakeholders) – mainly use of emails. Informal channels offered by the growing popularity of social media such as Facebook and WhatsApp will be used for immediate information sharing and updates. The existing PICSA WhatsApp Groups will be enlarged or subgroups will be formed. In the future, the Facebook pages of the PGT, 19 target districts, and project staff in the country would be referenced as a major ignition for KP development;
- IFAD Asia portal (<http://asia.ifad.org>), which is an interactive portal for IFAD partners and stakeholders will be updated by providing periodic information;
- Use of Google drive/Dropbox for e-storage of documents and sharing (such as progress reports, field monitoring reports, reports of workshops, training, studies/research, supervision/supportmissions, MTR, completion review), training materials, brochures, posters, manuals, newsletters, case studies, minutes of meetings, extension leaflets, audio-visual materials (such as video-clip and documentary), etc., will be used;
- Knowledge materials (e.g. training materials, posters, brochures, video clips, etc.) that are relevant to target communities/beneficiaries and extension staff will be displayed at the PPIT & DPIT level and made easily accessible;
- KM specialist at PGT will maintain a repository of all KPs and put in place a systematic record of KPs at the project and national levels with the implementing agencies.

d. Partnerships for Knowledge Management and Learning

Expected output: *Strategic partnerships are strengthened for KML*

The implementation of PICSA fosters linkages development with the existing partner agencies at the national, regional, and international levels. While efforts are put in to maintain and enhance linkages at international levels through the IFAD head office and regional offices, the implementation will mainly focus on partners on the ground. Partner agencies include the IFAD, ADB, EU, GIZ, and other Area Development Projects through these agencies and DoI and MAF.

Existing KPs developed in the past through IFAD interventions or by the partner agencies that are of relevance to PICSA will be exchanged and utilized. Strengths and opportunities for complementarity in KM and dissemination will be explored. Farmers as our major target audience in the project, partnerships with key farmers, group leaders, and local leaders with attention to women will be established through the network of field staff as well as through the increasing field visits of the project management and staff from the PGT. PGT will also explore more ways to foster partnerships among various target farmers groups, among which one possibility could be partnering with Lao Farmer Network (LFN).

Recognizing the reach and role of media agencies in mass dissemination, the PGT will also keep links with media representatives in the country and ensure their direct linkages for coverage on fieldwork coordinated by the implementing agencies. The NPD assisted by the KM specialist is the main media spokesperson and shall operate under the existing media engagement norms of DoI, MAF, and IFAD.

e. KM products dissemination and communication

Expected Output: *Appropriate dissemination and communication channels identified and used.*

The implementation of PICSA will focus on the use of existing dissemination channels such as radio, website, use of social media, and channels that promote paperless communication. A two-way channel of communication between and among the implementing agencies would be established by reviewing and collecting feedbacks on KPs that will be put to use in the transformation of KPs.

The PGT will explore the use of strategic locations such as village offices, farm shops, and other public places to showcase and disseminate KPs and information generated from the program. Periodic fairs in the project areas would be organized and will continue to disseminate information and demonstrate technologies in agricultural production activities. While most formats for KM products are mainly print-based but with the incorporation of illustrations and graphics unlike text-

based in the past, attempts will also be given to use channels such as Radio and informal social media networks for dissemination. Putting social media channels in proper use by using it as project information dissemination in itself is an innovation that is studied and implemented at the project and lessons are drawn and would be advised to be replicated as an effective dissemination tool for future IFAD projects.

Formal meetings, workshops, and training would be organized as part of knowledge sharing and learning events. Efforts will also be made by the PGT and the support agencies to participate in the regional coordination meetings (MKLF) for information dissemination and program implementation advisory.

f. Staff capacity building

Expected Outputs: KM skills and approaches identified.

Appropriate training of relevant staff for all 19 targeted districts and 4 provinces on KM and KP development will be organized by the KM specialist to enhance the skills and competencies of field staff. Participation in the skills development training would be gender-sensitive and considered the involvement of equal representation of both men and women participants. On-the-job training would be provided by the KM specialist at frequent intervals, refresher training programs can be facilitated by the KM specialist on the availability of funds at the PGT.

7. Implementation

a. Implementation steps and arrangements

The overall responsibility for the successful implementation of the KM strategy rests with the PGT. The National Project Coordinator and the KM specialist will provide a strong and visible leadership role in spearheading the implementation of the KM strategy. It will also require strong partnerships from project partners – IFAD, ADB, EU, GIZ/ERP, DPIT's, PPIT's and the farmers' organizations as KM is a cross-cutting theme and everyone has a crucial role to play for successful implementation of the strategy. Most of the activities envisaged in the strategy document will further strengthen these partnerships. The key KM activities with a clear timeframe and responsibilities are presented in Table 2.

Table 2: Details of KM Activities with Timeframe & Responsibility

Key KM Activity	Timeframe	Responsibility
Training on quantitative and qualitative data collection, analysis and report writing including case studies and online articles	2021	PGT/PPIT/DPIT
Collection of fieldwork data and information as per AWPB	2021-2025	PGT, DPIT's, PPIT's
Development of training manuals	2021-2025	PGT
Regular update of IEC materials on PICSA website, Facebook, IFAD/ASIA web portal, and IFAD Asia Facebook page	Regular	PGT
Preparation of audio and video documentation of thematic areas	2022 - 2025	PGT

Organizing Knowledge sharing and learning events (meetings, workshops, seminar, conferences)	annually	PGT
Organize and facilitate case study writing workshop	2021-2025	PGT, DPIT's, PPIT's
Organize an institutional visit to project sites both within and outside country for cross-project learning on KM	2021-2025	PGT
Conduct Annual KM survey to ensure implementation of activities envisaged in the KM Strategy	annually	PGT and IFAD mission
Assessment of the relevance and efficiency / Revision of KM Strategy	annually	PGT
Publication and dissemination of KM Products	Continuous	PGT

To support the implementation of the key KM activities, an action plan of the key activities will be developed with key targets, with regular reports on deliverables and planning for improvement.

b. Costs and Financing

Since all of the activities envisaged in the strategy document are mainstreamed into the AWPB of the respective implementing partners financed under the project, an additional cost is not foreseen. The PGT will ensure that KM activities are adequately and appropriately reflected in the AWPB of the project and implementation partners.

c. Risk Management

Table 3 below describes some of the risks that sometimes impede the successful implementation of the KM strategy and possible mitigation measures to be taken up to minimize those risks.

Table 3: Potential Risks and Mitigation Measures

Risk identification	Risk qualification	Risk mitigation measures	Risk level
Quality of content	<ul style="list-style-type: none"> Poor quality data, reports, or stories from the field 	<ul style="list-style-type: none"> Provide training to the staff on proper data collection, analysis, and report writing Organize a separate case study or report writing workshop 	<ul style="list-style-type: none"> Medium
Collaboration and partnership	<ul style="list-style-type: none"> Project implementing partners not extending necessary support and cooperation 	<ul style="list-style-type: none"> Carry out regular monitoring from the PGT Institute incentive mechanisms such as training and other rewards 	<ul style="list-style-type: none"> High

Partnerships for Irrigation and Commercialization of Smallholder Agriculture (PICSA)
Knowledge Management and Learning strategy

	<ul style="list-style-type: none"> • Inefficient KM coordination 	<ul style="list-style-type: none"> • Review the KM progress and take timely remedial action 	
Human and financial resources	<ul style="list-style-type: none"> • Frequent turnover of staff • Inadequate fund to implement KM strategy 	<ul style="list-style-type: none"> • Training and re-training on KM and its importance to new staff • Mainstream KM activities with the regular AWPB • Careful analysis and control of requirements 	<ul style="list-style-type: none"> • High
Internet connectivity or access	<ul style="list-style-type: none"> • Poor internet connectivity in some districts/provinces may hinder easy access 	<ul style="list-style-type: none"> • Targeted knowledge product development and dissemination (mainly through print media) 	<ul style="list-style-type: none"> • Low
KM culture and learning system	<ul style="list-style-type: none"> • KM is not given priority by the stakeholders • Knowledge products not used for learning purposes 	<ul style="list-style-type: none"> • Sensitization on KM and its importance • Embedding knowledge instruments within the work program • Institute incentive system to recognize and encourage the knowledge actors 	<ul style="list-style-type: none"> • High
New information technology platform and knowledge tools	<ul style="list-style-type: none"> • Staff are unable to use new tools and techniques due to a lack of knowledge or awareness • Sometimes new tools and techniques are not user friendly 	<ul style="list-style-type: none"> • Provide hands-on training or awareness on new tools and techniques • Careful prioritization and selection of tools 	<ul style="list-style-type: none"> • Medium
Covid-19 lockdown and travel restrictions	<ul style="list-style-type: none"> • Not being able to visit the field and villages for collection of information and data • Not being physically present at PGT 	<ul style="list-style-type: none"> • Provide training to the staff on proper data collection, analysis, and report writing • Work on PICSA related KM interventions and share the documents using online channels. 	<ul style="list-style-type: none"> • High