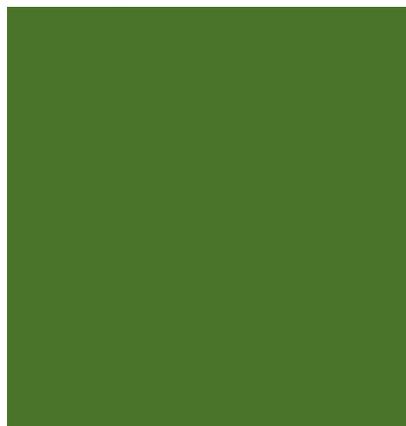
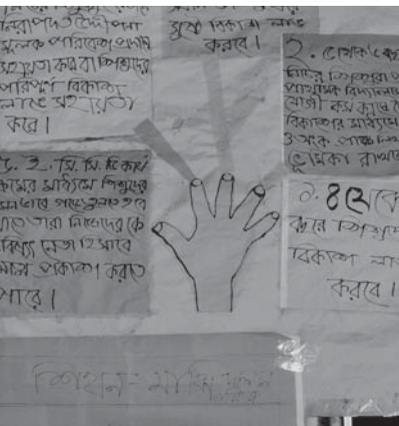
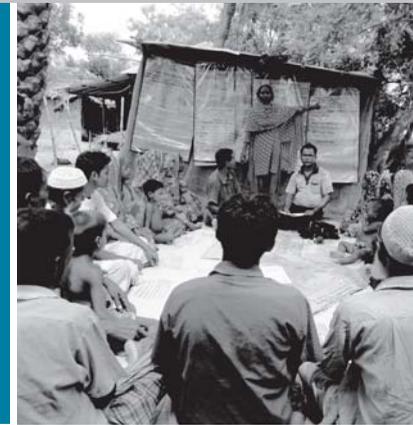
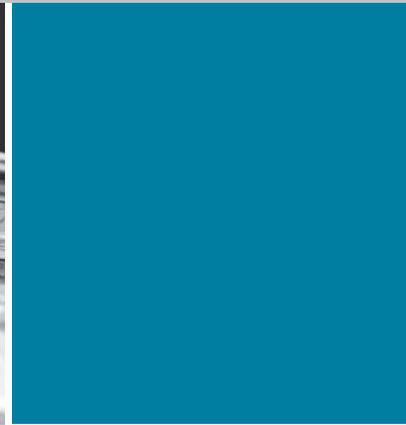




Knowledge Management Strategy

SHOUHARDO II Program, CARE Bangladesh



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Knowledge Management Strategy

SHOUHARDO II Program
CARE Bangladesh

List of Acronyms ►

ADPC	Asian Disaster Preparedness Center
ANC	Antenatal Care
ARR	Annual Results Report
BDT	Bangladesh Taka
BRRRI	Bangladesh Rice Research Institute
CAP	Community Action Plan
CBHQ	CARE Bangladesh Head Quarter
CCA	Climate Change Adaptation
CHD	Comprehensive Homestead Development
CHV	Community Health Volunteer
C-IMCI	Community Based Integrated Management of Childhood Illness
CLTS	Community Led Total Sanitation
CMAM	Community Based Management of Acute Malnutrition
CVCA	Climate Vulnerability & Capacity Analysis
DCRM	Disaster and Climate Risk Management
DIP	Detailed Implementation Plan
DRR	Disaster Risk Reduction
DV	Disaster Volunteer
ECCD	Early Childhood Care & Development
EKATA	Empowerment, Knowledge and Transformative Action
EPI	Expanded Program on Immunization
EVAW	Ending Violence Against Women
FDP	Food Distribution Point
FF	Field Facilitator
FFP	Food For Peace
FGD	Focus Group Discussion
FY	Fiscal Year

GA	Gender Analysis
GAF	Gender Analysis Framework
GMP	Growth Monitoring & Promotion
GoB	Government of Bangladesh
HFA	Height For Age
HHN	Health, Hygiene & Nutrition
IGA	Income Generating Activity
IPTT	Indicator Performance Tracking Table
KM	Knowledge Management
KMU	Knowledge Management Unit
KMS	Knowledge Management Strategy
KM&L	Knowledge Management & Learning
MTR	Mid Term Review
MYAP	Multi Year Assistance Program
NGO	Non Government Organization
NNPC	Nari Nirjaton Protirodh Committee
PACC	Program Advisory Coordination Committee
PEP	Poor & Extreme Poor
PNGO	Partner Non Government Organization
SHOUHARDO	Strengthening Household Ability to Respond to Development Opportunities
SO	Strategic Objective
UDCC	Upazilla Disaster Coordination Committee
UDMC	Union Disaster Management Committee
UDV	Union Disaster Volunteer
UP	Union Parishad
USCC	Upazilla SHOUHARDO Coordination Committee
VDC	Village Development Committee
WBA	Well Being Analysis

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EXECUTIVE SUMMARY

Empowering the poor and extreme poor and their communities is central to the SHOUHARDO II program approach. The program believes that empowerment is the driving force in people centered development and as such, sees the acquisition of knowledge and learning as the key stepping stone within the empowerment process.

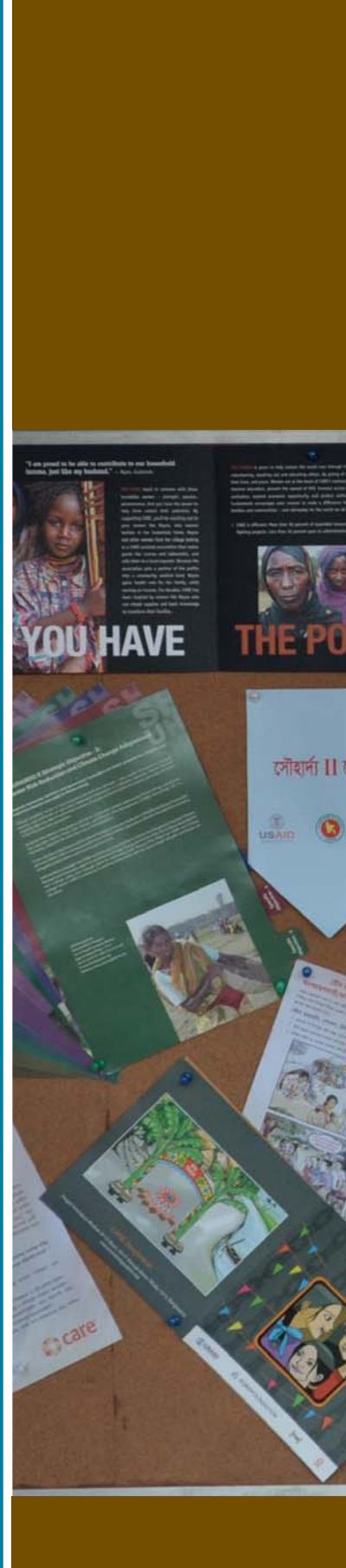
At its core the SHOUHARDO II program believes that:

- 1 Without knowledge, we are not able to produce evidence of impact.
- 2 Being knowledge-driven assists the program to comply with both the donor and CARE mandates. And by demonstrating impact, the agency can develop models for use in influencing government, other development actors and communities.
- 3 Having a greater focus and a concrete Knowledge Management strategy will foster professional growth among the SHOUHARDO II staff including its key partners.

To enhance the work of the SHOUHARDO II program, the staff identified a need to set up a formal framework to guide the effective capturing of knowledge, sharing of insights and utilization of key learning. The team proposed a cyclical system in which knowledge was first generated, synthesized and then captured. The collected knowledge would then be shared within the program and used to adapt or modify the implementation approach.

This formal framework, called the SHOUHARDO II Knowledge Management Strategy incorporates existing knowledge management approaches and looks to find ways to collect and share tangible knowledge as well as create opportunities for tacit knowledge to be tapped.

The development of this strategy has drawn on the global knowledge management strategies developed both by CARE and USAID. The content of this document is also guided by the comprehensive findings within the mid-term review (MTR), which advocated for the development of an internal knowledge management strategy that was aligned with the SHOUHARDO II implementation model.





While this is a new formalized strategic framework, the SHOUHARDO II team already uses a range of measures to capture knowledge and disseminate key lessons to beneficiaries, government and non-governmental partners and the donor community. This has included the collection of case examples, the sharing of information through newsletters, the website and through internal and external communication platforms. It has also utilized a range of forums to share information with SHOUHARDO staff including the small and large senior management team meetings that look at both strategic and operational issues.

Recognizing the extensive level of tacit knowledge held by communities, partners and staff, the SHOUHARDO II team has included substantial opportunities within this strategy to share and exchange knowledge among beneficiaries, staff and key partners, including the Government of Bangladesh. Some of the specific measures identified in this strategy to share this tacit knowledge include regular field visits and exchanges, and leveraging opportunities for discussing key strategic issues such as the programming implications of a rapidly reducing pregnancy rate within target communities.

It is important to highlight that this strategy is not intended to guide other CARE Bangladesh programs and is designed solely to support the work of the SHOUHARDO II program. As such, the focus of this knowledge management strategy is on the exclusive documentation and capturing of key learning from within the SHOUHARDO II initiatives.

The SHOUHARDO II staffs have developed a comprehensive knowledge management strategy that aligns with the SHOUHARDO II implementation model and works to both collect explicit knowledge and leverage the rich tacit knowledge within the staff, volunteers and community members. The SHOUHARDO II program staff and partners believe in taking a systematic approach to knowledge management and leveraging the knowledge generated to help the program effectively achieve its overall goal of ***“Transforming the lives of 370,000 Poor and Extreme Poor (PEP) households (HH) in 11 of the poorest and marginalized districts in Bangladesh by reducing their vulnerability to food insecurity”***.

Background

CARE Bangladesh has worked for almost 60 years providing high quality food security and development programs to rural and urban populations. These programs have responded to a number of issues including equitable access to resources, gender equity and women's empowerment, disaster risk reduction, economic empowerment, education and the health and nutrition status of vulnerable populations.

In 2004, CARE Bangladesh implemented the first phase of the Strengthening Household Ability to Respond to Development Opportunities (SHOUHARDO) program. This five-year (2004-2010) initiative proved to be one of the most successful food and nutrition programs in the world. Funded by USAID, with a 10% contribution from the Government of Bangladesh (GoB), this USD 126 million program successfully reduced the prevalence of "stunting," and demonstrated an implementation model that could deliver services to over 400,000 households in 18 of the poorest and hardest to reach areas of Bangladesh.

The SHOUHARDO II program, builds on these proven models to provide one of the largest non-emergency food security programs in the world. SHOUHARDO II is funded by USAID and the GoB, and operates in the North Char, the Mid Char, the Haor belt, and the Cox's Bazaar coastal area, covering 11 districts, 30 upazilas, and 172 unions.

The SHOUHARDO II program focuses its work on three specific populations. These are:



Photo@Asafuzzaman/CARE

1. The most socially, economically and politically marginalized women

These women’s physical, sexual and psychological rights and entitlements have been violated. They have high workloads, are malnourished and suffer reproductive health issues including a high maternal mortality. In addition, many of these women lack self-confidence, receive lower wages than their male counterparts, have their mobility controlled and are unable to protest.

2. Extremely poor people in rural areas

These people have unmet basic food and health needs and do not enjoy equal social and economic rights. They are often heavily in debt and cannot invest in future activities including the education of their children. Without assets or reserves they are unable to cope with shocks and unanticipated expenses.

3. The people and communities prone to disasters and environmental change

These communities are vulnerable to extreme weather events and the impact of climate change. They mostly are landless and homeless with limited capacity to adapt to the changing environment.

An integral component of the SHOUHARDO program both in phase 1 and 2 has been the generation and capturing of knowledge and lessons learnt. This information and knowledge collected from the field has been used by key program staff to design implementation approaches and to date has been shared through newsletters, discussion forums and the program website.

In March 2013 a MTR of the SHOUHARDO II program was undertaken which highlighted the need to create a more formal framework to capture, disseminate and utilize the knowledge generated in the project to influence the program design. To address this recommendation, the SHOUHARDO II management team have put together this knowledge management strategy. It is designed to formalize the collection, dissemination and use of knowledge from the program. The information and knowledge generated will then help to highlight the impact of the SHOUHARDO II program on its target populations. This knowledge will also be used to amend the program delivery approach as needed to ensure that the SHOUHARDO II program continues to deliver quality programming at scale.

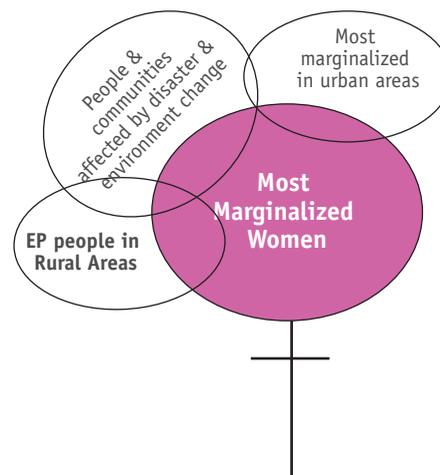
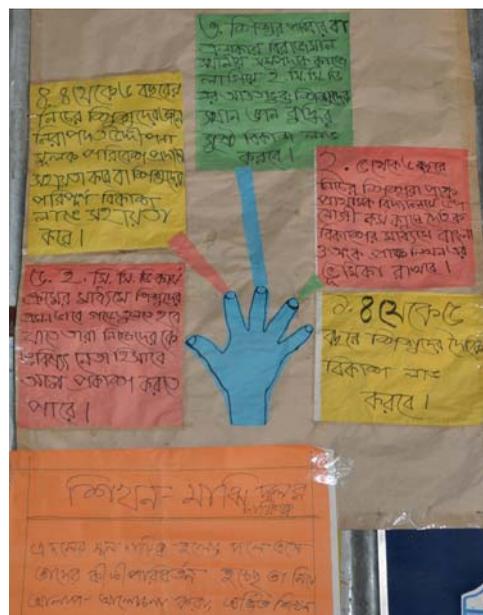


Diagram: 1



1 Introducing Knowledge Management (KM): What is it?

Globally there are a number of definitions of knowledge management covering the acquisition and sharing of knowledge and key lessons. Within CARE the following three definitions guide the work of the SHOUHARDO II Knowledge Management Unit. These definitions highlight the importance of creating synergies between data and information to help drive innovation and empower communities to make changes. The three guiding definitions are:



Diagram: 2

2 Knowledge Management in Practice: What will it look like in our everyday work?

Knowledge Management within the SHOUHARDO II program encompasses many areas including information, knowledge, tools and culture. Within SHOUHARDO II, knowledge management strives to:

- 1 Build a sound, robust and secure evidence base of information (**Our information**)
- 2 Develop and preserve SHOUHARDO II program experience and expertise (**Our knowledge**)
- 3 Help people (staff and communities) to apply information and knowledge in their daily work (**Our tools**)
- 4 Build an environment where taking time to network, share, reflect and learn is encouraged and valued with strong leadership from all levels (**Our culture**)

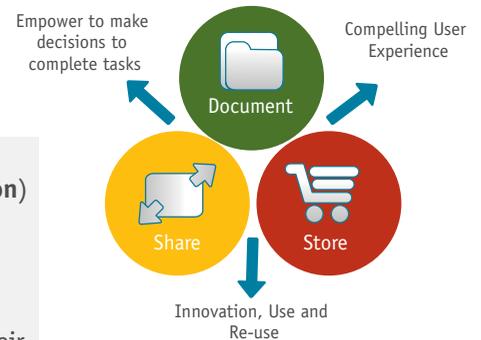


Diagram: 3

3 Learning and Knowledge Management at CARE

The knowledge management approach taken by SHOUHARDO II is linked to CARE's strategic priorities, which place knowledge management as central to the organization's function. This can best be illustrated in Diagram 4, which highlights the important and interconnected role knowledge management has within CARE's organizational process, work, technology and staffing (CARE USA Strategic Planning Framework 2008-2015).

Specifically CARE's overall strategy requires the building of KM&L into strategic objectives, performance management tools and hiring practices to ensure KM&L become part of the agencies daily work. The strategy also emphasizes the importance of staff being connected around the world to ensure problem-solving approaches can be shared and applied in a variety of contexts. The strategy calls on the formalized collection of implicit knowledge to ensure this rich seam of information is effectively tapped to drive innovation. Lastly, the strategy challenges CARE staff to utilize the various tools and platforms in the agency to achieve maximum impact and serve the most vulnerable populations in each targeted community. These four guiding principles are closely aligned with the intent of SHOUHARDO II program knowledge management approach and, as such, underpin this KM strategy.



Diagram: 4

4 USAID Knowledge Management Framework

The SHOUHARDO II program is implemented with funding from USAID. In preparing for the development of this KM Strategy, SHOUHARDO II staff reviewed the USAID Knowledge Management Framework to ensure alignment. From Diagram 5, it can be easily seen that the SHOUHARDO II Strategy has a shared vision with the USAID's framework. Specifically both documents emphasize the importance of having a comprehensive knowledge management approach that covers the generation, capturing, sharing, and application of information and knowledge.

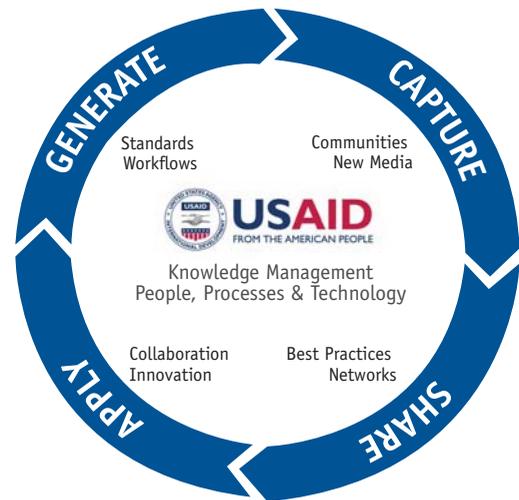


Diagram: 5

5 Knowledge Management in SHOUHARDO II

5.1 Why are We Focusing on "Knowledge Management"?

Empowering people (women and men) and communities is central to the SHOUHARDO II approach. The program believes that empowerment is the driving force in people centered development. The SHOUHARDO II program sees knowledge and learning as the key stepping stones within the empowerment process. As such, knowledge management and learning is at the heart of the SHOUHARDO II approach. In this phase of the program, SHOUHARDO II staff have worked to further refine their approach based on the learning and knowledge acquired during the previous phase of SHOUHARDO. The program continues to deepen its awareness of what practices work, to explore new and innovative ways to apply this awareness, and where appropriate, undertake research on the effectiveness of an approach in a given context. In doing this, SHOUHARDO II leverages the knowledge generated to achieve its overall goal of "Transforming the lives of 370,000 Poor and Extreme Poor (PEP) households (HH) in 11 of the poorest and marginalized districts in Bangladesh by reducing their vulnerability to food insecurity".

At its core, the SHOUHARDO II program believes that:

- 1 Without knowledge, we are not able to produce evidence of impact.
- 2 Being knowledge driven assists the program to comply with both the donor and CARE mandates. And by demonstrating impact, the agency can develop models for use in influencing government and communities.
- 3 Greater focus and having a concrete KM strategy will foster individual and professional growth among the SHOUHARDO II staff including its key partners.
- 4 Having a KM focus within the program assists program staff to remain accountable to the communities the program serves.

5.2 Knowledge Management Focus within SHOUHARDO II

As part of formalizing the knowledge management process in SHOUHARDO II, staff and partners identified a number of learning areas to highlight. These learning areas were identified through a number of sources including the original project proposal, the recommendations in the MTR and through consultation with staff and partners. The SHOUHARDO II program has identified the following eight learning areas to explore. These are:

1. Barriers to breastfeeding
2. Impact of homestead gardening on improved livelihoods and/or enhanced nutrition
3. Benefits of multilayer vegetable gardening on household livelihoods
4. Barriers to women's empowerment within the SHOUHARDO II program catchment areas
5. Innovative climate change adaption interventions
6. Cost effectiveness of the PM2A vs. MCHN¹ approaches
7. Effective ways to access *khasland* for poor and extreme poor groups
8. Innovative ways of reducing violence against women

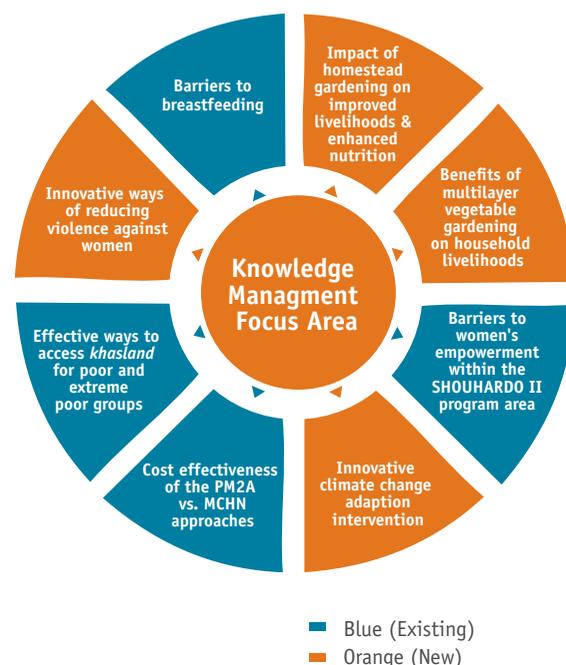


Diagram: 6

NB: In Annex 1 the process of identifying the KM areas is discussed. Annex 5 documents the list of learning areas generated as a result of direct consultations with staff and partners.

5.3 Knowledge Management Practices within SHOUHARDO II

SHOUHARDO II aims to disseminate and transform program knowledge into user-friendly formats that can be shared with internal and external audiences. The knowledge management cycle used by SHOUHARDO II is visually represented in Diagram: 7. It incorporates four stages in order to maximize the program's effectiveness and efficiency.



Diagram: 7

1. MCHN-Maternal Child Health and Nutrition (nutrition support only for poor and extreme poor pregnant and lactating women) and PM2A- Preventing Malnutrition in Children Under 2 Approach (nutrition support for PEP and non-PEP pregnant and lactating women).

5.3.1 Knowledge Capturing and Organizing

Information can be generated through a variety of means, including publications, research papers, websites, meetings, and project experiences. Turning this information into knowledge requires identifying effective ways to utilize it. Smooth access and proper utilization of knowledge in many ways depends on how it has been captured and organized. Within the SHOUHARDO II team we are using a number of tools to capture and organize explicit knowledge gained from this large food security program. The key tools being utilized to both capture and organize information are:

5.3.1.1 Shared Network Drive

The CARE Bangladesh and SHOUHARDO II program and management staffs have access to the existing I-drive (shared network drive), which stores and categorizes existing program information. The system allows staff members to retrieve existing knowledge and share updated information across the program and organization.

5.3.1.2 Website

SHOUHARDO II maintains an external website (www.carebangladesh.org/shouhardoII/), which stores and disseminates information. The key sections of the website are:

- **Home Page:** This is the cover page with a brief introduction about SHOUHARDO II including links to more detailed content pages.
- **About Us Page:** This page contains detailed information about the SHOUHARDO II program, its strategic objectives, activity locations, partners, knowledge management system, advocacy approaches and messages, infrastructure and capacity building initiatives.
- **Regional Profile Page:** SHOUHARDO II program regions are highlighted in this section of the website. Information provided covers the operational area, the specific program implementation strategies used, key challenges faced and information on the main program activities.
- **Monitoring & Evaluation Page:** This section includes a list of indicators, information on the area and population being served and includes links to key M&E reports.
- **Media & Communications Page:** This page includes links to E-newsletters, updates on key events, human-interest stories, media coverage, a photo gallery and videos from the field. This page also includes reports and other documents highlighting key topic areas.
- **SHOUHARDO Archive Page:** Within this section of the website, reports, documents and publication from the previous phase of SHOUHARDO program are archived for easy access and reference by interested users.
- **Feedback & Contact Page:** Through this option website viewers can log their program query and provide feedback on the work of the program. They can also access the contact information for the program.

SHOUHARDO II Website

http://www.carebangladesh.org/shouhardoii/index.php



SHOUHARDO II PROGRAM

Strengthening Household Ability to Respond to Development Opportunities II

[CARE HOME](#)

[Home](#) | [About Us](#) | [Regions Profile](#) | [M & E](#) | [Media & Communications](#) | [SHOUHARDO I Archive](#) | [Feedback & Contact](#)

About SHOUHARDO II Program

SHOUHARDO II's earlier Program, SHOUHARDO, over the period October 2004 to May 2010, proved to be one of the most successful food and nutrition security programs globally. Funded by USAID, with a 10% contribution from the Government of Bangladesh, this USD 126 million Program demonstrated that SHOUHARDO had been extraordinarily successful in reducing the prevalence of "stunting", as well as impacting significantly in a number of other areas. This level of impact was especially important as SHOUHARDO employed a model delivering at scale, reaching over 400,000 households in 18 of the poorest and hardest to reach areas in Bangladesh.

As quoted in the Final Evaluation report of SHOUHARDO, it stated "SHOUHARDO is attempting to address not only the availability, access and utilization issues that lead to food insecurity, but also the underlying issues that contribute to vulnerabilities such as

about us

SHOUHARDO II PROGRAM

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Strategic Objectives

- **SO1 - Livelihood**
"Availability of" and "access to" nutritious foods enhanced and protected for 270,000 HPF households
- **SO2 - Health, Hygiene and Nutrition**
Prevent health, hygiene and nutrition issues of 250,000 children under 2 years of age
- **SO3 - Empowerment**
Poor and Extreme Poor (PEP) women and adolescent girls empowered in their families, communities, and Union Parishad
- **SO4 - Institutional Strengthening**
Local elected bodies and government service providers' responsiveness and accountability to the PEP household
- **SO5 - Disaster Risk Reduction and Climate Change Adaptations**
Targeted community members and government institutions are better prepared for, mitigate, and respond to disasters and adapt to climate change

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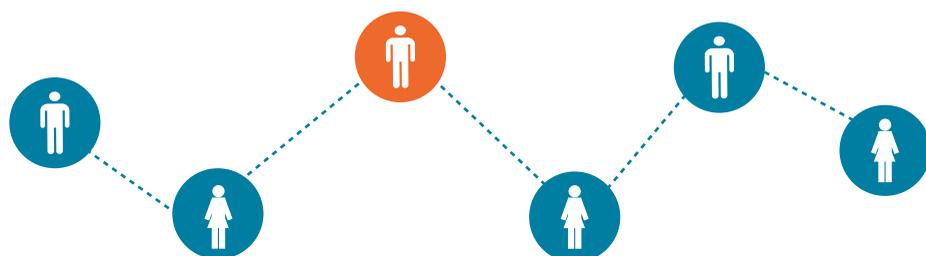
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Activity Locations

about us

5.3.1.3 Community Action Plan

The Community Action Plan (CAP) is a part of the community consultation process done at the initial stage of enrolling communities in SHOUHARDO II Program. The CAP is developed using a participatory approach in which community members sit together and identify their needs and pathways for action. As the entire process is designed to be participatory, it creates a sense of ownership among the participants. The approach used also helps communities to internalize their plans and to take responsibility for their implementation and maintenance. As SHOUHARDO II Program considers the Village Development Committees (VDC) as the fundamental 'vehicle for development' to bring about catalytic changes needed in their communities, VDC members take the leading role in this Action Planning.



5.3.1.4 Landscape Analysis

SHOUHARDO II captures ongoing activities and issue based events in the form of keynote papers and reports and disseminates these to a wider audience through seminars, round table dialogues as well as other contemporary forms of discussion and dialogue. The approach used for disseminating information varies based on the audience being targeted. For example, at the community, district and regional level, discussions and seminars are held with a variety of community stakeholders. These meetings are then followed by national events including seminar and round tables where policy makers and senior staff along with members of the press are briefed. SHOUHARDO II also uses tools such as small-scale research and brainstorming sessions to capture and document key practices and learning while exploring possible ways of improving programmatic implementation. Through utilizing a diverse range of dissemination and consultation approaches, SHOUHARDO II aims to solicit information from a range of sources which can be used to influence program design as well as contribute to the overall advocacy agenda of the program.

5.3.1.5 Case Studies/Human Interest Stories

Case studies (Human Interest Stories) are frequently collected within the SHOUHARDO II program to capture the tangible impact of key program interventions on program beneficiaries. The human-interest stories are designed to present program beneficiaries and their problems, concerns, or achievements and describe how the beneficiary, with the support from the SHOUHARDO II program, is addressing these issues.

5.3.1.6 Impact Studies

Impact studies are designed to focus on specific areas of learning. These studies take an in-depth approach to looking at a particular theme or issue. SHOUHARDO II management facilitates organizational learning, allowing the program to review successes and failures and sharing learning's to improve performance and influencing others through advocacy. SHOUHARDO Impact Studies can be found on the SHOUHARDO II website at: www.carebangladesh.org/SHOUHARDOII. A full list of proposed impact studies to be conducted within this knowledge management strategy is highlighted in Annex 2.

5.3.1.7 Program Evaluation

SHOUHARDO II has a three tiered program evaluation approach composed of a baseline survey, a midterm review and a final evaluation. The baseline was conducted in November 2010, followed by the MTR in November 2012. The final evaluation will occur in November 2014.

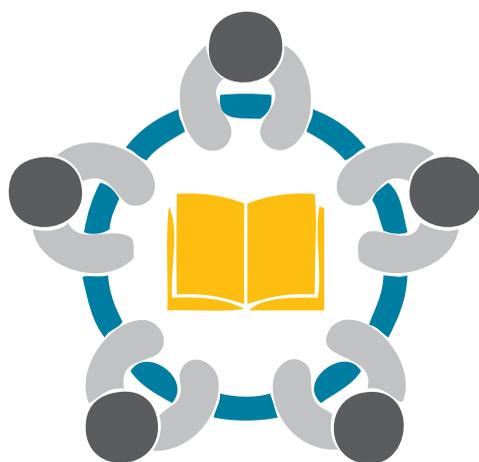
The baseline provided the program with a benchmark on key indicators and a point of reference to measure future achievements against. The MTR was critical to assess the effectiveness in implementing activities and reaching output targets. It also helped assess if intermediate results were appropriate to achieve the desired changes. The MTR helped clarify which approaches, interventions and activities have proved most effective, as well as those that have failed to be as effective. The MTR has helped to identify the important roles partners play in program implementation and highlighted the added value alliances with PNGOs, government and technical partners bring to the success of the program. The recommendations from the MTR are important in making the necessary changes to the program design to ensure the program meets its key outcomes.

5.3.1.8 Gender Analysis

CARE's Gender Analysis Framework (GAF) is an important tool to systematically analyze gender relations within a community and identify issues and barriers facing women in the community. During the start-up of the program, a Gender Analysis (GA) was completed for all 1,509 target villages through a participatory process which required each community to analyze their respective gender issues. Subsequently the Village Development Committees (VDCs) incorporated the GA findings in their action plans and designed respective activities to overcome the many barriers faced by women and girls. This work was completed in December 2011.

5.3.2 Knowledge Sharing

Knowledge Management fosters knowledge sharing and learning among specific individuals with common interests and goals. Knowledge sharing can occur in various settings (formal and informal) and structured forums can enhance the positive outcome of the process. Knowledge sharing means valuing the tacit knowledge held by staff and partners. SHOUHARDO II uses a variety of methods to share and disseminate the learning's from the program, including:



5.3.2.1 Technical Training

SHOUHARDO II builds the capacity of its staff and beneficiaries by cascading knowledge from the Country office level to the beneficiary level at the field. The prime purpose of the technical training is to capacitate both staff members and beneficiaries on how to achieve the program goal in a sustained fashion. These technical training occurs through different avenues including foundation level trainings for all staff at both CARE and PNGO. SHOUHARDO II has also provided strategic objective focused technical trainings for frontline staff and skills training for core occupational groups. Additionally, the program has undertaken volunteers training, advocacy training, environmental compliance training and training on the use and maintenance of key infrastructure. Each of these training has been followed by periodical refresher trainings designed to update staff and volunteers.

5.3.2.2 Cross Visits/Peer Learning

A program like SHOUHARDO II creates immense opportunity for learning, due to its volume of operation, integration of diverse objectives, huge target population, immense area coverage, and the contextual diversities within the program. SHOUHARDO II encourages cross visits among beneficiaries, staff, services providers and government officials relevant to program operations. This opportunity of cross learning strengthens program implementation towards achieving the goal as it scales up good practices, enhances the scope of replicating new ideas as well as strengthens the knowledge on diverse programmatic issues. This learning process occurs at different levels and is briefly discussed below:

SHOUHARDO II Newsletter

সৌহার্দ II বার্তা
শৌহার্দেদেইং হাউজহোল্ডেট এবিলাইটি টু রেসপন্ড টু ডেভেলপমেন্ট অপোর্টুনিটিস

SHOUHARDO II NEWS
Strengthening Household Ability to Respond to Development Opportunities II

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Message from Chief of Party

To enhance the work of the SHOUHARDO II Program, the staff identified a need to set up a formal framework to guide the effective capturing of knowledge, sharing of insights and utilization of key learning. This edition of the newsletter summarizes the key aspects of our strategy and provides an update on selected activities.

Like previous all editions, once again we sincerely acknowledge the generous support of our communities, partners and field offices in preparing the contents of this newsletter. I hope this issue will provide an idea of SHOUHARDO II learning and knowledge management, including a few ongoing activities.

Best regards,
Marc Hozbach

Introduction to Knowledge Management in SHOUHARDO II Program

Empowering people and communities is central to the SHOUHARDO II approach. The program believes that empowerment is the driving force in people-centered development, and sees knowledge and learning as the key stepping stone within the empowerment process. As such, Knowledge Management and Learning is at the heart of all the activities SHOUHARDO II Program does.

In the current phase of the SHOUHARDO Program, the staff had the opportunity to further refine the approaches, based on the learning and knowledge acquired during the previous phase of SHOUHARDO. The Program continues to deepen its awareness of what practices work, to explore new and innovative ways to apply this awareness, and where appropriate undertake research on the effectiveness of an approach in a given context.

An integral component of the SHOUHARDO II Program has been the generation and capturing of knowledge and lessons learnt. This information and knowledge collected from the field has been used by key program staff members to design implementation approaches and has been shared through newsletters, discussion forums and the SHOUHARDO II website.

Development Committees: Involve the Poor in Poverty Eradication

It is impossible without good governance practices, including transparency and community participation. In SHOUHARDO II the poor and extreme poor in the governance process is through the Village Development Committee (VDC). In all villages, activities are coordinated through VDCs to ensure a sustained benefit from integrated community development activities. The implementation of integrated community development activities through VDCs is a key strategy of SHOUHARDO II's overall goal to reduce food insecurity.

The VDC approach focuses on community based informal groups. SHOUHARDO II has been particularly successful in establishing the VDCs. Some of the VDCs have been established by the poor community members, five of whom are women. These VDCs are supported by the SHOUHARDO II staff and Local Executive Bodies (LEBs). VDCs are an important mechanism for the poor and extreme poor in the community to voice their concerns and to participate in the knowledge and Transformative Action (EKATA). The VDCs are also used to identify the common issues faced by the community and to develop a plan of action on Housing (CAP) process, and then to implement the plan of action of SHOUHARDO II staff.

Recent Girls Empowerment

Safia on her beetle garden

Empowering girls is one of the world's largest poverty reduction initiatives. The Program is significantly contributing to girls' empowerment through a variety of initiatives including ISRF, such as UN Women, World Bank, IRL, IRMI, etc.

Achievements till date

- North Char, Add Char, Bar and Chauli regions are covered through this Program
- 1309 villages from 172 unions of 30 upazilas under-11 districts are covered
- 342,177 BEP households have been selected as eligible program beneficiary
- 84,538 pregnant women and lactating mothers are receiving maternal support
- 73,057 children under two years of age have been included for maternal support
- 513 structured EKATA centers with an enrollment of 17,319 women and adolescent girls members
- 356 BCCO centers established & enrolled 21,634 girls and boys
- 1,424 infrastructure schemes (Bamshad, plinth level raising, household/community latrine, deep tubewell, maintenance and installation, school renovation/ maintenance) jointly implemented by BNGO & CARE Bangladesh
- 400 cash for work schemes (BEP raising, community place raising, road/ embankment maintenance) completed by BNGO or CARE directly

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- **Beneficiary Level:** Cross-visits among targeted beneficiaries at the field level provides opportunities for participatory learning. Previously identified Positive Deviant Farmers lead the capacity building initiatives with other beneficiaries and model optimum agricultural techniques. This approach of linking beneficiaries with Positive Deviant Farmers is utilized to skill up VDC members, EKATA members, volunteer groups and members of core operational groups.
- **Staff Level:** At the regional level, technical and program staff from SHOUHARDO II routinely engage in cross visits designed to exchange ideas and share key innovations in program design and implementation. These cross visits also occur between CARE and PNGOs staff and have led to improvements in the quality of program implementation as well as the replication of best practices and techniques into other implementation areas.
- **Management level:** Senior managers including the program and technical managers routinely visit different programming regions. These visits are designed to provide critical observations on the program and are used to make adjustments in implementation as needed. These visits help foster a sense of learning and are used to model optimal implementation practices.
- **Government Level:** The SHOUHARDO II program has a coordinating platform within the relative government ministries, called the Program Advisory Coordination Committee (PACC). This PACC is cascaded to the Upzila level through the SHOUHARDO Coordination Committees (USCC). These coordination forums periodically meet and conduct field visits into the targeted communities. Following joint field visits, any findings or observations are shared in forum meetings. Any critically important findings are shared with key policy makers. The SHOUHARDO II program has played an important role in influencing two key documents. These two key policy documents are the 'Domestic Violence Act' from the Women Welfare Ministry and the 'Food For Work' Strategy developed by the Government of Bangladesh. The Government of Bangladesh took the SHOUHARDO 100 day 'cash-for-work' approach and used this approach to underpin the 'Food for Work' Strategy. In relation to the 'Domestic Violence Act', the SHOUHARDO program was active in the development process through participation in the Citizen Initiative. The Citizen Initiative participated in formal and informal consultation process and provided input into the drafting process.

Within Annex 6 an example is shared of the type of knowledge management initiatives that have been taken by the SHOUHARDO II program.



5.3.2.3 Newsletter

SHOUHARDO II produces a quarterly newsletter in printed and electronic versions, which is distributed among SHOUHARDO II program staff, other CARE staffs, PNGOs, beneficiaries, GoB officials, donors, and relevant NGOs and INGOs. Each edition of the newsletter focuses on one key theme that has been identified by SHOUHARDO II program team. Contributions/articles are then selected from the communities, partners & field offices.

5.3.2.4 Learning Sharing Platforms

SHOUHARDO II has introduced different platforms accessed by staffs that contribute to strategic decision-making and knowledge sharing. These platforms are:

SSMT (Small Senior Management Team), LSMT (Large Senior Management Team) and QTTM (Quarterly Technical Team Meeting). These platforms are composed of management, technical and field level staff members. A detailed list of the platforms and their staff composition is included in annex 3.

- **Small Senior Management Team (SSMT):** This small team includes regional level managers and program decision makers (SMT: Senior Management Team) and is tasked with providing feedback on strategic issues and the sharing of best practices from a programmatic point of view. During the regular one-day meetings held at the country office, senior managers share issues of concern and identify solutions to address key problems with senior decision makers.
- **Large Senior Management Team (LSMT):** Every quarter, a large SMT meeting, composed of both field and headquarter staff is held at the regional level and includes joint field visits. The field visits and subsequent reflection sessions provide an opportunity to observe existing interventions at village (program) level and discuss techniques for improving interventions at site and at program level. This expanded LSMT is seen as important in providing a management forum for key field staff to raise concerns and share ideas, and ensure senior managers remain connected with their regional operations.
- **Quarterly Technical Team Meeting (QTTM):** The QTTM provides the opportunity to share major program updates (if any) among the senior technical personnel. At its core, this meeting is designed to review progress towards reaching the strategic objective of the program and identify gaps and issues. During this meeting corrective action points are developed to address any concerns or shortfalls. Time is given during this quarterly meeting to share promising practices which should be replicated in the regions. Field visits are discussed and special sessions held on areas including M&E, advocacy and the recommendations from any studies/evaluations.
- **CARE-Bangladesh's forums:** SHOUHARDO II staff members are also participating in various CARE Bangladesh learning forums, including the Governance Resource Group, the Climate Change Resource Group, the Savings Resource Group and Nutrition Resource Group. Participation in these key forums has allowed SHOUHARDO II to share its key programmatic learning and to learn about other relevant approaches being used by other CARE programs.

NB: Annex 3 provides information on the participant composition and mandates of these various platforms.



5.3.2.5 Email Groups & Guidelines

Email is a commonly used communication tool within SHOUHARDO II. SHOUHARDO II has set-up various email groups with clear user guidelines to increase the effectiveness of this tool and channel information to the intended recipients across the food security sector both within and outside Bangladesh.

5.3.3 Knowledge Generation and Synthesis

Knowledge Management aims to create insights and new knowledge, as well as synthesize existing knowledge. For example, evidence-based guidance and program approaches can be synthesized and captured into “user-friendly” formats for program staff. These user-friendly formats include ‘how to’ guides, job aids and program briefs. The SHOUHARDO II program uses these formats in the following ways:

5.3.3.1 'How to' Guides

SHOUHARDO II has developed a set of 'how to' guides, which are designed to capture, document and disseminate 'how to' approaches. These 'how to' guides are distributed to CARE staff and partners within the SHOUHARDO II program. These guides are designed to assist staff to more effectively apply the program learning and where appropriate replicate promising practices. These guides are living documents and are designed to be modified and changed to meet the ever-evolving needs of implementing staff.

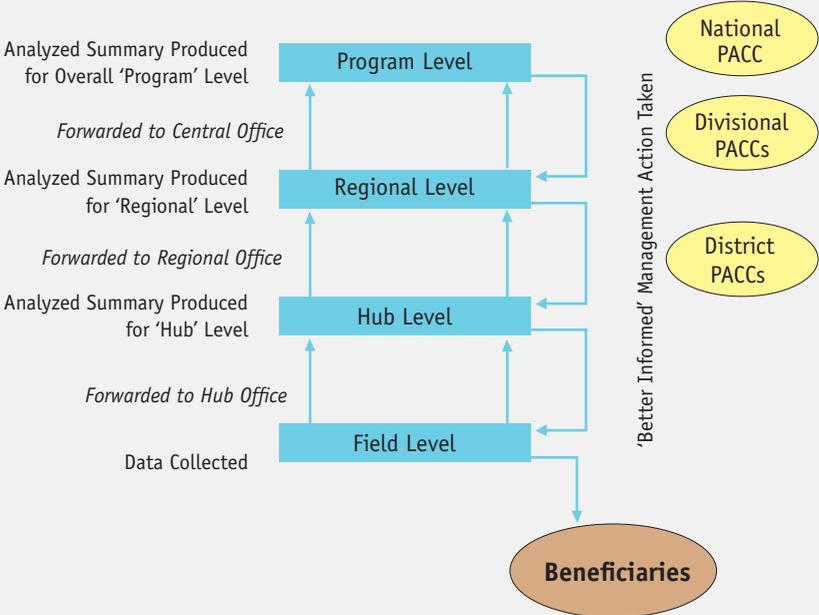


Diagram: 8

5.3.3.2 Village Grading

The Village Grading Tool is used by CARE staff to assess the progress made by PEP individuals and communities, and to determine the status of the program implementation. All information collected during village grading is discussed in regular scheduled management meetings (hub, region, and overall program levels). Issues of concern are highlighted and causes for delay identified. The information generated is then used to adjust the implementation strategy. Where needed, resource inputs may be increased to ensure targets are met.

5.3.3.3 M&E System

The SHOUHARDO II M&E System is an essential tool to track program beneficiaries and the progress at all levels of the program. The SHOUHARDO II M&E system is evidence based, participatory and software automated, with a greater emphasis on learning and quality assurance. SHOUHARDO II employs a wide variety of methods and techniques for data generation, including Well Being Analysis, Household Survey Questionnaire, Adoption Tracking Questionnaire, Basic Information Tracking Sheet, Health, Hygiene and Nutrition Cards, PNGO Performance Assessment Tool and the Management Score Sheet. To monitor progress and track outputs and impact, both quantitative data and qualitative information are collected on the Indicator Performance Tracking Table indicators, Operational Plan (OP), and Standardized Annual Performance Questionnaire (SAPQ) - monthly, quarterly and annually (depending on the type of indicator), from a statistically significant sample in each region. M&E data collection and reporting will emanate from the field and flow through to the hub offices/implementing PNGOs, regional offices and finally to the Head Office. Each and every level presented in Diagram: 8 has an inbuilt reflective mechanism to identify knowledge gaps and is used by management to take appropriate corrective action.

5.3.4 Knowledge Adaptation and Use

Knowledge Management promotes adaptation of knowledge to improve programs and promote research efforts. Uptake and application of knowledge is accelerated if knowledge is adapted to fit the needs and circumstances of the audience (e.g. cultural differences, etc.), particularly if it makes the task easier and the successful outcome of the program more certain. Lessons learned from CARE's food security work, including its very successful SHOUHARDO I, have been applied to SHOUHARDO II. The adaptation and use of the lessons learned include:

- Sharing the VDC/EKATA approach with other USAID partners and arranging field visits for program staff to experience these approaches in the field would help them to replicate such methodologies during program implementation
- Knowledge and learning generated on specific areas have been directly linked for advocacy and influencing in areas on khasland, social safety nets, reducing VAW.
- SHOUHARDO II guidelines are being used by GoB in 'Food for Work'
- Influencing country office program designing –Wash and Sanitation

Knowledge generated through the MTR will be used in the final phase to adapt program interventions related to gender and health. Findings of the final evaluation and impact studies will be used to design future Title II and Food Security Programs for CARE Bangladesh.

6 SHOUHARDO II Knowledge Management Strategy and Linkages with CARE Bangladesh Advocacy

The SHOUHARDO II program operates within the context of the CARE Bangladesh program. Effective Program Knowledge Management provides opportunity to generate further evidence in support of the CARE Bangladesh advocacy agendas, which includes women empowerment, value chain development and pro-poor inclusive business development, pro-poor inclusive governance, gender equity, livelihoods and climate change adaptation.

6.1 Promoting a Culture of Learning within the Program Team

SHOUHARDO II views people as the center of its KM system and, as such, works to promote positive interactions across staff at all levels including partners. This enabling environment focuses on building trust and connections that allow for the free flow of information at all levels of the project.

6.2 Roles and Responsibilities for Knowledge Management and Learning

Learning occurs at different levels within the system. Systematic learning successfully occurs when each individual takes responsibility to promote a learning environment. The SHOUHARDO II management believes learning is not solely confined to the KM team but rather is an integral job function of each staff person irrespective of position. As such, the management works to build connections between all team members to ensure the smooth flow of information to and from the field level staff. The KM team supports this exchange by leading the roll out of the KM system and monitoring the level and type of information being generated. When necessary they provide support to other program staff to enhance both the data collected and improve the analysis being undertaken.

7 Conclusion

This Knowledge Management strategy has been developed through a consultative process, engaging staff members across all levels, including colleagues from the country office Program Quality Unit. This is a living draft and a guide to systematize the knowledge management system at SHOUHARDO II. The success of this Knowledge Management strategy will depend on the staff understanding and realizing the value the system has on enhancing the work of the SHOUHRDO II program. The Knowledge Management system is designed to act as a catalyst and enabler for sharing knowledge and promoting a culture within the program of generating information which can guide the successful implementation of the program. As SHOUHARDO II progresses, this strategy will be adapted to meet the evolving nature of the program.

Annex: 1

Identification Process for KM areas

- ① CARE Multi Year Assistance Program (MYAP) proposal noted the following key knowledge management areas for SHOUHARDO II: Impact of PM2A and MCHN approach (cost effectiveness) and Gender Analysis.
- ② MTR recommended that two key studies be carried out on gender and health.

Through a consultative process, SHOUHARDO II program staff selected the following key KM areas. These key questions will be explored through a series of impact studies.

- 1 What are the livelihood and/or nutrition impact of comprehensive homestead gardening?
- 2 What are the effective/innovative ways in which SHOUHARDO II communities reduce violence against women?
- 3 How does the contribution of multilayer vegetable gardening improved household livelihoods?
- 4 What are (new) innovative climate change adaption interventions that have been adopted by members of the SHOUHARDO II community?

Annex: 2

Below is the description of the program-level impact studies planned. The table outlines the key theme or question to be explored as well as the best format for capturing the learning. In addition the table indicates the audience that will be targeted when the collected learning is disseminated.

Learning theme/question Key question – What are we trying to learn?	Tool/Format -What is the best format for capturing the learning for the intended audience/user?	Audience/User -Who will benefit from the learning?
1 What are the livelihood and/or nutritional impact of comprehensive homestead gardening?	Impact Study (Publication standard)	a) Donor(s) b) CARE c) GoB d) NGOs e) Others
2 What are the contributions of multilayer vegetable gardening on improved household livelihoods?	Impact Study (Publication standard)	a) Donor(s) b) Other NGOs
3 What are the effective/innovative ways in which SHOUHARDO II communities reduce violence against women?	Impact Study (Publication standard) a) Sharing Lessons Learnt b) Cross Visits	a) Donor(s) b) Other NGOs c) EKATA groups d) EVAW e) UP (NNPC) f) VDC
4 What are (new) innovative climate change adaptation interventions that have been adopted by members of the SHOUHARDO II community?	a) Focus Group Discussion (Report) b) Presentation c) Practical Demonstration d) Case study	a) SHOUHARDO II program staff & volunteers b) Other NGOs c) Other SHOUHARDO II communities d) Other CARE Programs e) Nation Building Departments
5 What is the impact of PM2A and MCHN approaches (cost effectiveness)?	Impact Study (Publication standard) – will be part of final Evaluation	Donor(s) & Other NGOS
6 Is SHOUHARDO II an effective model for targeting PEP within a social safety net? Targeting approach a good practice (documenting)? Comparison between targeting approaches within social safety nets? Effective targeting of PEPs?	Impact Study (Publication standard)	Donor(s) & Other NGOS
7 Assess the effectiveness/impact of PEP and/or women participation in local governance structures? Is there meaningful participation/representation by women within the governance structures and foras?	Impact Study (Publication standard)	Donor(s) & Other NGOS, GoB
8 Assess the effectiveness of accessing Khasland for PEP	Impact Study	Donor(s) & Other NGOS, GoB

Annex: 3 List of Platforms

Name of Meeting	Meeting Frequency	Meeting Location	Meeting Format	Meeting Participants
SMT (Senior Management Team)	Every Sunday	CBHQ	Preferably one hour. Presentation/ Discussion	Food Monitor, Monetization and Administrative Manager, Advisor - Government Liaison, Monitoring and Evaluation Coordinator, Knowledge Management Coordinator, Resource Management Coordinator, National Technical Coordinator, Deputy Chief of Party, Chief of Party
SSMT (Small Senior Management Team)	Every six weeks	CBHQ	One day meeting on strategic issues. CBHQ will organize	All Regional Coordinator, All Regional Program Manager, All Regional Technical Manager, Food Monitor, Monetization and Administrative Manager, Advisor - Government Liaison, Monitoring and Evaluation Coordinator, Knowledge Management Coordinator, Resource Management Coordinator, National Technical Coordinator, Deputy Chief of Party, Chief of Party
LSMT (Large Senior Management Team)	Every six weeks	Region	2 days event. 1.5 days strategic level discussion remaining half day for a focused visit to "one" thing that the regional office is particularly proud of (this can be an activity or process). The idea here is to generate visual excitement such that other regional staff may take on learning and apply this within their own region. This meeting will rotate to all regions.	ALL Regional Coordinator, ALL Regional Program Manager, All Regional Technical Manager, One Program Officer/Field Supervisor, All CBHQ based "D" and above grade staff, All SHOUHARDO II "D" grade staff of the host regional office
QTTM (Quarterly Technical Team Meeting)	Quarterly	Region/CBHQ	One day meeting. Discussion/ Presentation CBHQ will organize	All Technical Manager, All Regional Technical Manager, Humanitarian Assistance Coordinator, National Technical Coordinator, Monitoring and Evaluation Coordinator, Resource Management Coordinator, Knowledge Management Coordinator, Deputy Chief of Party, Chief of Party

Annex: 4 'How to' Guide (Overview of Topics) as of 9/9/2013

Strategic Objectives (SOs) & Title of Guidelines/Modules and handout

SO 1

1. Basic Training Module for CAV
2. CHD Strategies
3. CHD Module
4. Field Crop Module
5. Fisheries Module
6. Flash Card
7. Flipchart on pond fish Culture
8. Flipchart on IGA
9. Flipchart on Cereal Crop cultivation
10. Flipchart on Vegetable cultivation
11. Flipchart on CHD

SO 2

12. GMP Guidelines
13. Health, Hygiene and Nutrition manual for CHV
14. Flip Chart
15. Supplementary Ration Beneficiary Selection Process

SO 3

16. EKATA Module (part 1)
17. EKATA Module (part 2)
18. Ain-er Kotha (11 topics)
19. ECCD module (part 1)
20. Bhasha Goto Dokkoter Unnayan (part 2)
21. Pre-reading, writing and math
22. Parenting session module (part 4)
23. Chobikosh
24. Gender Analysis Guidelines

SO 4

25. VDC Formation and CAP Preparation Guideline
26. VDC Handbook
27. Local Elected Bodies(LEB) Training Handout
28. Nation Building Departments (NBD) Training Handout
29. Leadership and Organization Development Training Module

SO 5

30. Climate Vulnerability and Capacity Analysis Handbook
31. Handout-UDV
32. Handout-UDMC and UzDMC training
33. Module-UzDMC training
34. Module-DCM training for UDV
35. Module-UDMC
36. UDMC formation, responsibilities and process of work
37. Guidelines on UDMC monthly meeting
38. UDV group information and process of work
39. Quarterly learning sharing guidelines of UDV
40. Risk Reduction Mapping Guidelines
41. Union Disaster Management Planning Guideline

Others

42. Commodity Management and Accounting Manual
43. Environmental Compliance Management Guidelines
44. Program Area and Beneficiary Selection Process
45. Large structure planning and implementation Guidelines
46. Cash for Work (CFW) guidelines
47. Guidelines for implementation of structural schemes through Labor Contracting Society (LCS)
48. Arsenic Flash Card
49. Infrastructure Planning and Implementation Guidelines
50. Pesticides Evaluation Report Safer Action Plan
51. Mapping Women's Empowerment

Annex: 5 Identification of Key Learning Themes at SHOUHARDO II – LSMT (September 2013)

S0	Learning theme/question <i>Key question – what are we trying to learn</i>	Category <i>Learning Category</i>	Tool/Format <i>What is the best format for capturing the learning for the intended audience/user</i>	Audience/User <i>Who will benefit from the learning</i>
1	What is the livelihood and/or nutrition impact of comprehensive homestead gardening?	Research/ demonstrating impact	Impact Study (Publication standard)	a)Donor(s) b)Other NGOs
1	Contribution of multilayer vegetable gardening to improved household livelihoods	Research/ demonstrating impact	Impact Study (Publication standard)	a)Donor(s) b)Other NGOs
1	Impact of Floating garden techniques to reduce nutritional deficiencies and increase income among PEP households	Research/ demonstrating impact	Impact Study (Publication standard)	a)Donor(s) b)Other NGOs
1	Increase of household income through effective potato preservation	Operational - Increase impact/Promote effective technique	a)Cross-Visit b)Manual/guide	a)Other farmers
1	Increase of household income through effective seed preservation (paddy & vegetables)	Operational - Increase impact/Promote effective technique	a)Cross-Visit b)Manual/guide	a)Other farmers
4	Has ownership/use of Khas land be sustained/continued by beneficiaries/owners	Demonstrating Impact	a)Survey b)Short Publication	a)Donor(s) b)Other NGOs
3	What are the effective/innovative ways in which SHOUHARDO II communities reduce violence against women?	Research/ demonstrating impact	Impact Study (Publication standard)	a)Donor(s) b)Other NGOs

S0	Learning theme/Question	Category	Tool/Format	Audience/User
3	What are the effective techniques/ways of engaging boys and men in ending/stopping violence against women within their communities?	Operational - Increase impact/Promote effective technique	a)Focus Group Discussion (Report) b)Presentation	a)SHOUHARDO II program staff b)EKATA groups
4	Is the PACC an effective coordination mechanism at all levels?	Operational - Increase impact/Promote effective technique	a)Focus Group Discussion (Report) b)Presentation	a)SHOUHARDO II program staff b)PACC members
4	SHOUHARDO II communities and VDC maintain effective access to power structures	Operational - Increase impact/Promote effective technique	a)Cross-Visit b)Short report	a)VDCs b)SHO II program staff
4	How does PEP, especially women, effectively engage and participate in local governance structures?	Operational - Increase impact/Promote effective technique	a)Focus Group Discussion (Report) b)Presentation	a)SHOUHARDO II program staff b)EKATA groups c)VDCs
5	In which way have SHOUHARDO II communities demonstrated effective use/utilization of early warning systems and/or disaster preparations?	Operational - Increase impact/Promote effective technique	a)Focus Group Discussion (Report) b)Presentation	a)SHOUHARDO II program staff b)UDMC
5	What are (new) innovate climate change adaption mechanisms that have been adopted by members of the SHOUHARDO II community?	Operational - Increase impact/Promote effective technique	a)Focus Group Discussion (Report) b)Presentation	a)SHOUHARDO II program staff b)Other NGOs c)Other SHOUHARDO II communities

Group 1: Q 1-2; Group 2: Q3-4; Group 3: Q5-6; Group 4: Q7-8; Group 5: Q9-10; Group 6: Q11; Group 7: Q12; Group 8: Q13

Section 2: Existing Knowledge Management Practices within SHOUHARDO II

For 20 minutes - Within your group list existing knowledge management practices that already exist within the program (below list gives samples).

S0	Learning theme/Question <i>Key question – what are we trying to learn</i>	Tool/Format <i>What is the best format for capturing the learning for the intended audience/user</i>	Audience/User <i>Who will benefit from the learning</i>
1	Promote agriculture techniques through positive deviant farmers	Cross-Visit (Demonstration)	Other farmers
-	Share existing accomplishments within various SOs	SHOUHARDO II newsletter	SHOUHARDO II staff Partners Donors
	Review existing status of program implementation at village level	LSMT (Field Visit)	SHOUHARDO II staff

Annex: 6 Best Practices in Knowledge Management at Field Level

Interview with Mrs. Mitu Rani Chowdhury, Field Supervisor of the SHOUHARDO II Program in the GOURIPUR TEAM OFFICE (July 2013)

Written by Monjur Rashid



Question #1: Why did you decide to undertake such creative documentation of SHOUHARDO II program activities through photo exhibitions, program exhibitions of fairs, preparation and documentation of news articles, preparation of individual case studies?

Answer: "The presentation of photographs and news clipping are quite effective in different Upazilla and grass root level meetings, fairs and trainings, such as, VDC, UDCC, USCC meetings, agricultural fair etc. Participants feel interested and their participation level increase if photographs and news clips from mass media are presented. This has inspired me in making presentation and persevering news, photos etc."



Question #2: Do you think these kinds of activities have created any positive notion on the public mind? If so, then what are the reasons behind this?

Answer: "Yes these kinds of activities created enthusiasm among upazilla level government officials as they felt inspired when they see that their works has been properly documented. After seeing this documentation, UNO, Upazilla Chairman, Education Officer and other government officials have visited program areas. When photographs are exhibited, those who are captured in those photos get inspired and become involved in action with new spirit. Others, who were more reluctant, often become more active in their action. Altogether this motivation and energy helps us to achieve the goal of SHOUHARDO."



A positive example from our efforts occurred during the 'Agriculture Fair' organized by Agriculture Extension Department, Gouripur, Mymensingh on 23rd June 2012. During the event the Honorable State Minister for Health and Family Planning, GoB Dr. Cap. (Rtd.) Mojibur Rahman Fakir, visited the SHOUHARDO II 'Comprehensive Homestead Development' model and afterwards requested all relevant GoB officials at local level to implement this model in every household to reduce food insecurity." This is a good example of how displaying our work can influence key decision makers.

Question #3: In your opinion, till date, what are the best achievements of your working area?

Answer: "In my opinion getting awarded with 1st prize for three consecutive years at 'Upazilla Agriculture Fair' is the best achievement of my working area."



Question #4: What specific program (issues) achievements would you like to share with others?

Answer:

- Women in leadership
- From extreme poor to entrepreneur
- Community led road construction with voluntary laboring
- Success of the Rice Fish Initiative
- Tree plantation and success of beneficiary
- Infrastructural works, such as, road repairing



Question #5: Issues that you want to know from the other Regional/Hub offices of SHOUHARDO II working areas?

Answer: "I want to learn the process of documenting community led achievement, its process, steps and how it contributes in lives of poor and extreme poor."

Question #6: To accelerate the Interventions of your working area, what type of support do you expect from other teams?

Answer: "In order to accelerate the work of my working area, I expect technical and strategic support from other teams as well as want to learn from them through cross visit."



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