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Building Resilient Commercial Smallholder

Agriculture

(BRECSA)

## Knowledge Management Strategy

Type of Document: Knowledge Management Strategy

Document Number: BRECSA-STG-KM-2025-011

Date: September 2024



**ROYAL GOVERNMENT OF BHUTAN  
MINISTRY OF AGRICULTURE AND LIVESTOCK**

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**BUILDING RESILIENT COMMERCIAL SMALLHOLDER AGRICULTURE  
(BRECSA)**

**KNOWLEDGE MANAGEMENT (KM) STRATEGY**

**September, 2024**

Project Management Unit

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## **Abbreviations and Acronyms**

ABS	Ability Bhutan Society
ARDC	Agriculture Research and Development Centre
BRECSA	Building Resilient Commercial Smallholder Agriculture
CAWH	Community Animal Health Worker
CSA	Community Smart Agriculture
CSO	Civil Society Organization
CM	Component Manager
DAO	District Agriculture Officer
DLO	District Livestock Officer
EDMO	Economic Development and Marketing Officer
IFAD	International Fund for Agriculture Development
IMS	Information and Management System
KM	Knowledge Management
KMO	Knowledge Management Officer
MoAL	Ministry of Agriculture and Livestock
M & E	Monitoring and Evaluation
MSP	Multi-Stakeholder Platform
RAMCO	Regional Agricultural Marketing and Cooperative Office
RENEW	Respect, Educate, Nature, and Empower Women
SJ	Sanam Jabchorpa
WFP	World Food Programme

## **Acronyms**

Dzongkhag	District
Gewogs	Block

## Knowledge Management (KM) Strategy

### 1. Introduction

#### 1.1. Context

The project titled “Building Resilient Commercial Smallholder Agriculture Programme (BRECSA)”, funded by the International Fund for Agricultural Development (IFAD) aims to catalyze a 30% increase in resilient commercial agricultural production and improve food and nutrition security in the 4 target Dzongkhags by 2030. It is built on the lessons learned and the experiences of the past projects and programmes supported by IFAD and other donor-funded projects. Unlike previous interventions, which focused on increasing agricultural production, BRECSA aims to make a paradigm shift in approach towards ensuring market-oriented production through the promotion of climate-resilient agriculture production, enhancing the efficiency of value chain operations and business linkage through the establishment of a functional Multi-Stakeholder Platform (MSP).

The development objective is to transform smallholder agriculture into inclusive and resilient agri-food systems that are increasingly profitable and food and nutrition-secure. BRECSA will target subsistence, semi-commercial and commercial farmer households. The total direct beneficiaries of BRECSA interventions are 12,074 farmer households (47088 beneficiaries), out of which 60% will be women and 30% youth.

Therefore, to ensure efficient documentation of the knowledge and lessons generated from the implementation of the project interventions, the need for a comprehensive strategy is deemed necessary.

#### 1.2. Rationale

The Project Design Report (PDR) of BRECSA recognizes the importance of Knowledge and the need to develop a Knowledge Management (KM) Strategy. The main reasons why KM is considered important in BRECSA and how a KM strategy would contribute to the overall achievement of the programme objectives are outlined below.

- **Improve programme performance:** KM allows the program to share success and failure stories, best practices that can be replicated and mistakes that can be avoided during the project implementation; by making technical know-how available and

learning from others' experiences to ensure informed decisions thus saving time and resources.

- **Increase the visibility of the programme interventions:** If key stakeholders become more aware of the project's activities, they will be able to provide useful knowledge and solutions based on their own experience with comparable projects. Conversely, important stakeholders can learn from the initiative.
- **Promotes collaboration and partnership:** All knowledge actors and program implementers must work together to create knowledge products. In addition, information sharing and learning events will be held to allow for greater learning from one another, encouraging improved collaboration and partnership.
- **Provide evidence for policy-level decision-making:** As part of KM products, and based on reliable information and data, various policy briefs and notes will be prepared to assist decision-makers in making informed and evidence-based decisions and policies. This is directly important to incorporating value chain and climate-wise agriculture lessons and experiences into national policies and programs.
- **Stimulate innovations:** Under BRECSA various innovations such as Climate Smart Agriculture (CSA), Permaculture, Biogas, e-agriculture, value chain, community animal health workers (CAHW), lead farmer model, etc. will be promoted in the programme Dzongkhags. All these innovations will require proper documentation regarding their successes and failures for learning, up and further innovations.

## **2. Objective**

The broad objective of the KM strategy is to “improve decision-making and performance of BRECSA in commercializing agricultural production and sustainably increase smallholder producer’s incomes and reduce rural poverty”.

## **3. Expected Outcomes**

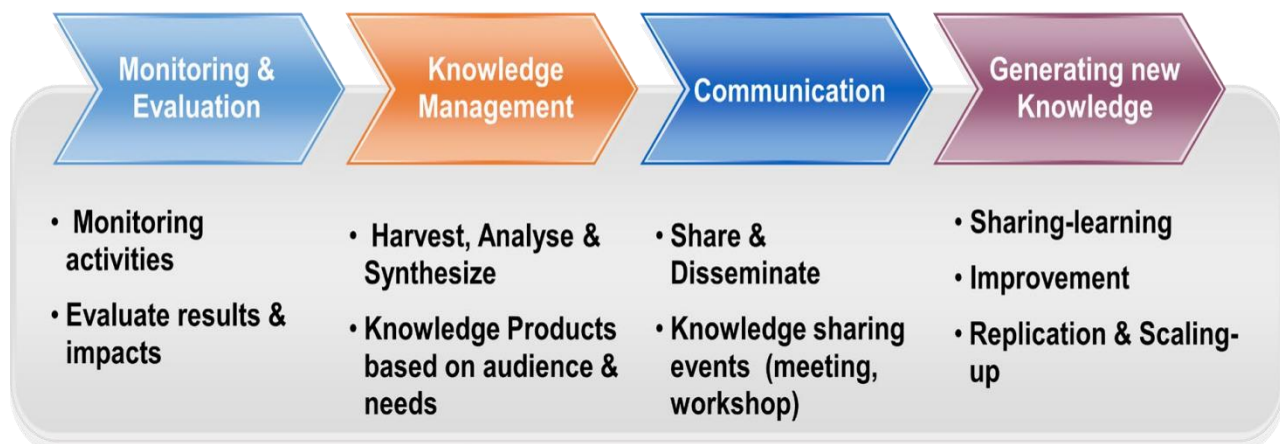
The implementation of this KM strategy is expected to contribute to the following three main outcomes, among others:

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

#### 4. Concept of Knowledge Management (KM)

KM is about facilitating the processes by which knowledge is created, shared and used in changing people’s attitudes, behaviours and work patterns thereby improving the performance and effectiveness of the program and is the systematic approach to helping employees share knowledge. This facilitation under BRECSA will be guided by the IFAD knowledge value chain concept which advocates a strong connection between KM and M&E. The current weakness is that there is no generation of knowledge therefore, under BRECSA the M&E system will adopt the value-chain approach towards knowledge generation, sharing and utilization.

**Knowledge Value Chain – Linking M&E, KM and Communication**



**Figure 1 illustrates the concept of the knowledge value chain.**

## **5. Activities and Outputs**

The expected outputs and activities of the KM strategy will be presented below in terms of KM culture, processes, infrastructure, and partnerships.

### **5.1 Knowledge Management Culture**

The absence of a vibrant KM culture in past projects has resulted in poor Documentation and knowledge sharing which is considered to be a major lesson for BRECSA to take on board. The implementation of BRECSA will attempt to institute a dynamic KM culture in rural development in the region.

To create KM culture in and from BRECSA implementation, firstly, a full-time Monitoring Evaluation and Knowledge Management Officer (M&E and KMO) is appointed with the PMU who will liaise closely with the component managers (CMs), focal officers at the supporting agencies namely ARDC, RAMCO and the Dzongkhag Sector Heads.

The establishment of the BRECSA website will serve as a common platform for the implementing agencies. The ME&KMO and the Project Director (PD) will manage the website. An additional feature in the websites allowing field updates by extension and Dzongkhag, other implementing agencies in the region could enable quick flow of data and information.

To ensure consistency in how information is recorded and managed across the project, standardized formats for documentation and knowledge management are developed. This means that specific templates, structures, and guidelines are created and implemented for all project-related documents, from reports and training materials to case studies and meeting minutes. These standardized formats promote clarity, making it easier for everyone involved to access, understand, and use the information. They also facilitate knowledge sharing and collaboration, as everyone is working with a common framework. Furthermore, consistent documentation supports data analysis and reporting, enabling the project to track progress, identify trends, and draw meaningful conclusions. Ultimately, this standardized approach to documentation and knowledge management contributes to better organization, improved efficiency, and more effective knowledge utilization within the project.

To ensure effectiveness in knowledge management and track project activities, KM teams are formed in the four project landscapes. The team consists of representatives from the Agriculture and Livestock sectors, EDMO, ABS, RENEW, and SJs. This decentralized approach allows for more localized knowledge capture, sharing, and application, tailored to the specific context of each landscape. Each team is likely responsible for identifying knowledge needs, understanding what information and skills are required for successful project implementation within their specific landscape. They capture and document knowledge, gathering information and best practices from project activities, local communities, and other relevant sources within their landscape. This could include documenting lessons learned, success stories, and challenges encountered. They develop Knowledge Products (KPs), creating materials like case studies, training manuals, videos, and other resources that synthesize the captured knowledge in a usable format. These teams share and disseminate knowledge, distributing KPs and facilitating knowledge sharing among project stakeholders within their landscape, including farmers, extension workers, and local communities. They also monitor and evaluate KM activities, tracking the effectiveness of KM initiatives within their landscape and making adjustments as needed. Finally, they contribute to overall project KM, sharing key learnings and KPs with the broader project KM team to ensure cross-landscape learning and consistency. By establishing KM teams within each landscape, BRECSA aims to create a more responsive and effective KM system that supports project implementation and contributes to achieving project goals.

The PMU's KM section will assist in editing information for mass dissemination, encouraging Dzongkhags and gewogs to provide detailed case studies and achievements, which will be archived for future reference.

The PMU, in partnership with ARDC and RAMCO, will conduct training for field staff in information collection, compilation, and Knowledge Product Development, rewarding dedicated contributors and fostering a knowledge development culture.

## 5.2 Knowledge Management Process

The project emphasizes strengthening knowledge learning and sharing processes, ensuring they are actively used. It focuses on enhancing the project staff's capacity to generate, share, and utilize knowledge through skill development and access to resources. Critically, it engages implementing staff in the creation and dissemination of Knowledge Products (KPs) derived from their on-the-ground experience, ensuring relevance and practical application of knowledge gained.

**Table 1: Thematic-based KP Development and Dissemination**

<b>KM Themes</b>	<b>KM Products</b>	<b>Area of focus (Content)</b>
<b>Nutrition</b>	Case stories, video clips, assessment reports	Stories of change
<b>Gender</b>	Case stories News clips, Assessment report	Success stories of women in farming Role of women in farming As an assessment of user-friendly farming technologies
<b>Youth</b>	Case stories News clips	Youth and farming, entrepreneurship and farm business
<b>Vulnerable groups/Inclusion</b>	Case stories News Clips	Livelihood investment package Stories of change
<b>Climate Smart Agriculture</b>	Case study, reports	Climate Resilient Farming Livelihood enhancement
<b>Value Chain</b>	Reports	Marketing and Linkage

<b>(Vegetables, Dairy, Coffee, Species)</b>	Case study Video Clips	MSP Staggered vegetable production
<b>Groups/Cooperatives</b>	Case Study Training Manuals	Capacity development Linkages with market outlets Women-led groups Formation and upgradation of FG/FC
<b>Innovations and best practices</b>	Case studies Media Clips	Integrated farming practices Land development and management

The Knowledge Management (KM) process will utilize various methods, including a web portal for information sharing and updates, periodic reports, case studies, and photographic/video documentation. This information will be collected, archived, and transformed into Knowledge Products (KPs) at PMU. These KPs will then be disseminated to a wider audience.

KPs will be developed based on needs identified by the PMU KM unit, leveraging existing skills. New KPs will also be created during program implementation through fieldwork, recordings, and direct KP creation. Regular monitoring and evaluation (M&E) will be crucial for KP development.

The PMU will facilitate KM development by coordinating skills and learning events (trainings, workshops, fairs) and providing necessary funding. KPs will be adapted and refined to maximize their effectiveness for different audiences, aiming to enhance knowledge, improve farming practices, and create better management systems through archiving and dissemination.

### **5.3 Knowledge Management Infrastructure**

BRECSA recognizes the potential of information technology to improve information management, communication, and knowledge sharing. The project will leverage existing

knowledge and skills sources, providing platforms and support for effective knowledge development and sharing. The BRECSA website (<https://brecsa.systems.gov.bt>) serves as the primary platform for managing and disseminating Knowledge Products (KPs).

The following KM infrastructure is utilized:

- Internet: While access is not universal, email is the primary method. Informal channels like Facebook and WhatsApp are used for information sharing and updates.
- MoAF website ([www.moaf.gov.bt](http://www.moaf.gov.bt)): Used for information dissemination with regular updates.
- IFAD Asia portal (<http://asia.ifad.org>): Provides periodic updates on this interactive portal for IFAD partners and stakeholders.
- Google Drive: Used for electronic storage and sharing of various documents, including reports, training materials, brochures, posters, manuals, newsletters, case studies, meeting minutes, extension leaflets, and audio-visual materials.
- Physical Display: Knowledge materials relevant to target communities/beneficiaries and extension staff are displayed in RNR centres at the Geog level for easy access.
- KP Repository: The KM Unit at the PMU maintains a repository of KPs and establishes a systematic record of KPs at the Dzongkhag and regional levels with implementing agencies.

#### **5.4 Partnerships for Knowledge Management**

BRECSA will build and strengthen connections with partner agencies at the regional, national, and international levels. While international linkages will be maintained and enhanced through IFAD headquarters and regional offices, the primary focus will be on local partners. These include agencies like ARDC Samtenling, RAMCO, DAMC, WFP, Tarayana Foundation, RENEW and ABS.

Existing, relevant Knowledge Products (KPs) developed by IFAD or partner agencies will be shared and used. Opportunities for collaboration in KM and dissemination will be

explored. Partnerships with key farmers, group leaders, and local leaders (with a focus on women) will be established through the extension staff network and increased field visits by CMs from the PMU, recognizing farmers as a major target audience.

To leverage mass dissemination, the PMU will maintain connections with regional media representatives, either directly or through coordinated field work coverage facilitated by implementing agencies. The Program Director, supported by the KMO, will serve as the primary media spokesperson, adhering to existing MoAL and IFAD media engagement guidelines

### **5.5 KM Products dissemination and communication**

BRECSA will utilize existing dissemination channels, including radio, television, and digital platforms, emphasizing paperless communication. A two-way communication system will be established among implementing agencies to gather feedback on Knowledge Products (KPs) and use this feedback to refine and improve the KPs.

The PMU will explore using strategic locations like farm shops and public spaces to showcase and distribute KPs and program-generated information. Regular fairs will be held in program areas to disseminate information and demonstrate climate-resilient technologies. While most KPs will be primarily print-based, they will incorporate illustrations and graphics to enhance understanding, moving beyond purely text-based formats. Radio, television, and informal social media networks will also be used for dissemination. The strategic use of social media for project information dissemination will be considered an innovation, with its effectiveness evaluated at the program's end for potential replication.

Formal meetings, workshops, and trainings will be conducted as knowledge-sharing and learning events. The PMU and support agencies will also participate in Dzongkhag sector coordination meetings (Agriculture and Livestock) to disseminate information and provide program implementation guidance.

## 5.6 Staff capacity building

Appropriate training of staff will be organized by the PMU allocating adequate funds to enhance skills and competencies of field staff. Training programs will be facilitated by resource persons from within MoAL as well as outside MoAL through local consultancy firms especially for KM development tools such as graphics and illustrations, use of IT tools. Participation to these skills developments will be gender mainstreamed by involving equal representation of both men and women participants.

## 6. Risk Management

The Table 2 below describes some of the risks likely to impede the successful implementation of the KM strategy and possible mitigation measures to be taken up to minimize those risks.

**Table 2: Potential Risks and Mitigation Measures**

<b>Risk Identification</b>	<b>Risk Qualification</b>	<b>Risk Mitigation Measures</b>
Quality and content	Poor quality data and report from the field	Provide training to the staff on proper data collection, analysis and report writing
Collaboration and partnership	<ul style="list-style-type: none"> <li>➤ Inefficient KM coordination</li> <li>➤ Programme implementing partners not extending necessary support and cooperation</li> </ul>	<ul style="list-style-type: none"> <li>➤ Review the KM progress and take timely remedial</li> <li>➤ Carry out regular monitoring from the PMU</li> </ul>
Human and financial resources	<ul style="list-style-type: none"> <li>➤ Inadequate fund to implement KM strategy</li> <li>➤ Frequent turnover of staff</li> </ul>	<ul style="list-style-type: none"> <li>➤ Maintain KM activities with the regular AWPB</li> <li>➤ Training and re-training on KM and its importance to new staff</li> </ul>

New information technology platform and knowledge tools	<ul style="list-style-type: none"> <li>➤ New tools and techniques are not user friendly</li> <li>➤ Staffs unable to use new tools and techniques</li> </ul>	<ul style="list-style-type: none"> <li>➤ Careful prioritization and selection of tools</li> <li>➤ Provide hands-on training</li> </ul>
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## 7. Implementation

The overall responsibility for the successful implementation of the KM strategy rests with the PMU. The Project Director and the KM team should provide strong and visible leadership role in spearheading the implementation of the KM strategy. It will also require strong partnerships from programme partners – ARDC, Dzongkhags, RAMCO 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 strengthen these partnerships. The details of KM activities with timeframe and responsibility is given in Annexure 1, and result framework in Annexure 2.

### Annexure 1: Action Plan for KM Activities

SL.NO	Key KM Activities	Responsibilities		Timeframe
		Lead	Collaborator	
1	Training on quantitative and qualitative data collection, analysis and report writing including case studies and online articles	PMU	SJs	2025-2026
2	Collection of field work data and information as per AWPB	PMU	Dzongkhags, Gewogs, SJs	Annually
3	Development of training manual	PMU	WFP	2025-2026
4	Development of guidelines	PMU	WFP, Dzongkhags, Gewogs, CSOs (RENEW, ABS, Tarayana Foundation)	2025-2026
5	Regular updates of news and events in BRECSA website, and Facebook page	PMU		Regular
6	Preparation of audio and video documentation	PMU	Dzongkhags, Gewogs, SJs, CSOs (RENEW, ABS, Tarayana Foundation)	Need Based
7	Organize knowledge sharing and events (meetings, workshops, seminars, conferences)	PMU		Annually
8	Organize and facilitate case study writeshop	PMU	Dzongkhags, Gewogs, SJs, CSOs (RENEW, ABS, Tarayana Foundation)	Annually
9	Organize institutional visit to other project sites both within and outside country for cross project learning on KM	PMU		2025-2026
10	Procurement and supply of KM tools and equipments	PMU		2025-2026

11	Conduct annual KM Audit to ensure implementation of activities envisaged in the KM strategy	PMU		Annually
12	Revision of KM strategy	PMU	Dzongkhags, WFP	Need-Based
13	Publication and dissemination of KM Products	PMU		Annually

### Annexure 2: Result Framework for BRECSA KM

KM Themes	KM Products	Activity	Indicators	Timeframe	Inputs required	Responsibility	End Result	Dissemination / Communication
<b>Nutrition</b>	Report	Survey on MDDW	3	2025-2026		WFP	Improved nutrition sensitive agriculture	MoAL Website/Facebook page, BRECSA Website/Facebook page, News Letters. Half yearly and Annual Reports
		Qualitative behavioral research	2	2025-2026		WFP		
	Training and Manuals	District level training and refresher for agri and livestock officer	1	2025-2026		WFP		
		Nutrition education for women and youth groups	1	2025-2026		WFP		
		Designing of nutrition education and communication materials	1	2025-2026		WFP		
		Nutrition and home garden	1	2025-2026		WFP		
<b>Gender</b>	Case Stories, video clips	Successful Cases of Women led FG production and marketing (Vegetable and Dairy)	10	2025-2029	Field work data, skills, Resources	DAOs, DLOs, SJs	Program interventions gender mainstreaming	MoAL Website/Facebook page, BRECSA Website/Fac

		Develop a video clip on the involvement of women in farming benefitting them / a case of both men and women depicting shared roles and responsibilities	10	2026-2029	Resources and skills	KMO, M & E, SJs	documented and disseminated	ebook page, Newsletters. Half-yearly and Annual Reports
		Role of women in farmers group management/farming	3	2026-2029	Field work data, skills	RAMCO, PMU	Changed perspectives to gender in farming	
		An assessment of user friendly farming technologies, tools and equipment's with emphasis to gender	5	2026-2029	Field work data, skills	PMU, DAOs, DLOs, SJs, CSOs		
<b>Youth</b>	Case stories News Clips	Success stories of Youth in farming (Dairy, Vegetables, cereals) / agri-business, entrepreneurship	6	2026-2029	Technical write-up trainings and write shops	DAOs, DLOs & EDMOs	Youth in the region engaged and farming is replicated as	MoAL Website/Fac ebook page, BRECSA Website/Fac ebook page, News Letters. Half yearly and Annual Reports
		Media clips	3	2026 onwards	Field work	PMU, DAOs, DLOs, SJs, CSOs	Source of employment	
		Promoting engagement of Youth in farm machinery operations (Youth Farm Machinery Operators)	3	2026-2029	Data and information on such cases from Dzongkhangs	DAOs, DLOs, EDMOS, & SJs		
<b>Vulnerable groups/Inclusion</b>	Training Manuals	Designing and developing livelihood investment package	1	2026-2027	Data, information and field records	PMU, Dzongkhangs, CSOs	Program interventions targeted for social inclusion	MoAL Website/Fac ebook page, BRECSA Website/Fac ebook page, News Letters.
	News/Case study	Promote inclusion and readiness support for PWD	5	2026-2029	Data, information and field	PMU, Dzongk		

					records of targeted interventions	hags, SJs, CSOs		Half yearly and Annual Reports
	Case study	Cases of livelihood enhancement from targeted interventions	6	2026-2029	Data, information and field records of targeted interventions	PMU, DAOs, DLOs & CSOs		
<b>Climate smart Agriculture</b>	Case study, stories, Reports	Participatory Vulnerability Assessments	6	2026-2029	Assessment funds	DAO, DLO, RAMCO, Geog staff	Vulnerable villages and farmers resilience enhanced	MoAL Website/Facebook page, BRECSA Website/Facebook page, News Letters. Half yearly and Annual Reports
		Impact of water efficient technologies in enhancement of livelihoods and adaptation to climate change.	4	2026-2027	field work data, technologies	PMU		
		Climate Resilient Farming Practices (focus on Poultry, crops, bio gas, soil and water conservation, fodder improvement) and adaptation to climate change	1	2026-2027	Technical write-up trainings and write shops	PMU, DAOs, DLOs & EDMOS		
<b>Value chain</b>	Report/Articles/Case Study	Vegetable, Coffee and Dairy Value Chain Report (MSP/SIP)	1	2020-2021	Data and information	Component Manager, WFP TA	Value chain targeted and developed	MoAL Website/Facebook page, BRECSA Website/Facebook page, News Letters. Half yearly

	Training and extension Manuals, Case study, Posters, Market related study Reports, video clips	Media coverages on value chain interventions (Marketing and Linkages)	12	2026-2029	Field activities	DAOs, DLOs, CMs, WFP TA	Farming is commercialized and market linkage established	and Annual Reports
						RAMCO carry out media coverages of value chain interventions		
		Extension material on staggered vegetable production	1	2026-2027	Data and information	PMU, RAMCO, WFP		
		Study of import substitution of vegetables through commercialization, FGs	1	2026-2027	Data from Dzongkhas and FCB, Farm Shops, Outlets	RAMCO, WFP TA		
		Study of dairy production enhancement in the region	1	2026-2027	Data	PMU, RAMCO, WFP		
		Study on utilization of market infrastructures (market outlet, farm shops) and its impact on the farming communities.	1	2026-2027	Data	RAMCO, WFP		

		Study the utilisation of Milk marketing equipment's in Dairy Groups	1	2026-2027	Field works	WFP, RAMCO		
	Research /Studies	Market study on product diversification, labelling, and organic production.	1	2026-2027	Data and information	WFP		
		Study on marketing strategy for the spice sector	1	2026-2027	Data and information	WFP		
		Study for the niche products (honey, tea, MAPs)	1	2026-2027	Data and information			
		Guideline for Gender and youth inclusive hubs	1	2026-2027	Data and information	WFP, PMU, Dzongkhangs		
<b>Groups/Cooperatives</b>	Training Manuals	Dairy Management; Poultry farming; Dairy processing;	1	2026-2027	Fund for publication	PMU, Dzongkhangs	Farmers groups and cooperatives replicated	MoAL Website/Facebook page, BRECSA Website/Facebook page, News Letters. Half yearly and Annual Reports
	Case study	Linking of FGs with Milk Processing Plants and its impact on milk marketing	1	2026-2027	Data	EDMOs, DLOs, RAMCO		
		The role of Farm Shops in agriculture input sales and marketing of farm produce	1	2027-2028	Data	RAMCO and DAOs		
		A comparative study of FGs	1	2028-2029	Data	RAMCO, DAOs, DLOs & EDMOs		

<b>Innovation s and best practices</b>	Case studies, Media clips,	Land development and optimum utilization of land	1	2026-2027	Field work	PMU, DAOs		
		Case studies of integrated agriculture and livestock farming:	1	2028-2029	Field work	PMU, DAOs and DLOs		
		Cattle Urine as bio pesticides, fertilisers, bio gas slurry, soil and water conservation etc.	6	2026-2027	Field work	DAO, DLO, CM		
	Video	Collections of footages for video documentation of program interventions	6	2025 onwards	Field work, funds, equipment	PMU-KM and CMs		
	Trainings and write shops	Training on KM product Development and Write shop	2	2026-2027	Funds, tools and equipment 's	PMU, RAMCO, WFP		
	Case study	Compilation of the best case studies collected during the program period	1	2025-2029	Cases	PMU, RAMCO, WFP, Dzongkha gs		
	Video Module/T raining materials	Develop video module and other materials for FEBL	1	2025-2026		RAMCO		

*Note: Periodic activity completion reports, quarter progress reports and Annual Reports are not included above. The above KM Products should complement the periodic reports.*