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N-IRM
NRSP-Institute of
Rural Management

HRD COMMUNIQUE

newsletter

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Editor's Note

Dear Readers!

It is that time of the year once again. The month of countless blessings provoke us to seek redemption and mercy especially at this moment when we are going through one of the most turbulent times. Sadly, many tragic incidents have taken place in last few days which has jolted the entire landscape of the country. Fateful Crash of flight ED-202, target killings in Karachi and the flood disaster took away lives and possessions of many.

This is a wake up call for all of us. The utter helplessness that we are in, induce us to learn from the mistakes that we have made

in the past and compel us to look for a solution that can minimize the impact of any future calamity. There is a great need for developing and managing a pool of knowledge at all levels to avoid repeating mistakes. Keeping in mind the growing need for this discipline, we will explore the worth of setting precedents; **Knowledge Management and the Development Sector** is the theme of this issue of HRD Communiqué.

We will give you an insight into the tools and techniques adopted by various development sector organizations for documenting and sharing their lessons learnt. This time we have Mr. Amin Beg, a Knowledge Management expert who has shared the

practices of world renowned development initiative, Aga Khan Rural Support Programme (AKRSP) in this regard. Plus, Agha Ali Javad in an exclusive interview tells us about the endeavors of National Rural Support Programme (NRSP) in the course of Knowledge Management.

There is a lot more for you to explore in this issue of HRD Communiqué. With the hope for a blissful Ramadan and festive Eid, we wish you all a very happy reading.



Samar Saeed Akhtar, Editor

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Knowledge Management

in the Development Sector

Experiences of AKRSP

Through combination of capital formation, social mobilization, capacity development and provision of enabling environments, the development interventions fostered by the Rural Support Programmes (RSPs) aims at improving the living conditions of the rural population in Pakistan. However, knowledge is becoming a real 'capital' in today's changing environment. There is a need to develop strategies, systems, processes and tools on how to foster knowledge and create knowledge-based products and services that improve the quality of life of the poor.



In order to achieve excellence, there is a need for the RSPs to re-engineer their core processes and organizational paradigms to make it relevant to the changing dynamics in Pakistan. There are two drivers; internal and external, that may catalyze interest in promoting knowledge management as an 'enabler' for catalyzing innovation, knowledge development and its sharing by targeting youth as the key actors.

As an internal driver, RSPs have accumulated a body of rural development repository of knowledge. There is considerable interest by diverse stakeholders to learn more about the development processes at micro level and how rapid socio-economic transformation took place in some of the marginalized regions like Gilgit-Baltistan and Chitral.

As external driver, overall globalization and localization are two dominant traits. The digital divide is decreasing and mobile, teledensity and increased internet

penetration has created basic technological infrastructure for a knowledge Society. However the challenge is how to make these technologies relevant for rural communities to reduce poverty?

Knowledge management unit in development organizations act as an enabler for catalyzing innovation, knowledge development and its sharing. It serves as a platform for exchange of experiences and learnings within RSPs, rural communities, government and other partners through forums, networks and alliance building, and builds local human and institutional capacities in KM tools and techniques.

Aga Khan Rural Support Programme (AKRSP) as mother of the RSPs has taken some initiatives in this direction. For example AKRSP remained a strategic partner in the IDRC funded ICT project for poverty reduction in the Northern Areas with COMSATS, BHEF and KADO as key implementing partners. The project resulted in providing rural access to Hunza-Nagar, Gilgit and Skardu and demonstration of e-health, e-village, e-education and e-incubation of micro and small enterprises. Beside provision of internet service, the project also developed local content and distributed it through web pages.

Recently RSPN, AKRSP and the LSOs demonstrated multi-stakeholder dialogue on key local issues using 'peoples media' to stir a dialogue process on key issues like education, health, environment, poverty, peace and harmony and governance.

With support from Telenor, AKRSP and LSOs in Gilgit-Baltistan and Chitral are



demonstrating a market information system that links buyers and producers through a unique electronic platform using mobile technology and SMS texting system. It links the information via internet and develops product catalog and directory and provides weekly news updates to farmers and buyers on commodity rates in the main and local markets.

Currently AKRSP is piloting digitization of knowledge created over two decades. Under the digitization initiatives, AKRSP will document all the reports, NFRs, books and case studies and make them accessible to internal and external audiences. Discussions with University of Central Asia (UCA) are underway to jointly work on this digitization initiative, so that this knowledge becomes a part of curriculum for mountain studies.

For the last four years AKRSP is collaborating with InWent- Capacity Building International Germany on the Mountain programme focusing on change management in mountainous areas. The

program has fostered an alumni network where participants from government, civil society and academia interact with each other through communities of practices and utilize various internet and face-to-face dialogue tools to share knowledge and experiences and document the learning.

AKRSP with the help from RSPN and other partners like CIDA is helping the LSOs to develop mechanism for collecting, documenting and sharing knowledge through applying multimedia tools including internet applications. Besides, LSOs act as a neutral interface for the local government as partners of union councils in collecting information, collating it, and disseminating it locally.

Currently, AKRSP is supporting a Masters student at the Swedish Business School of Informatics, Orebro University in his research on e-governance in Gilgit-Baltistan mainly focusing on LSOs and the local government. He is supporting AKRSP in developing a knowledge management system.

It is evident that if the KM system is implemented in RSPs it will increase knowledge sharing, improve transparency, accountability and access to knowledge by all. It will create a virtual resource enabling government, RSPs, donor partners and communities to benefit from the body of knowledge produced during the last many decades and to develop processes and mechanisms to develop and share new knowledge. It will also build local human and institutional capacities in Knowledge Management and evaluation techniques and tools in order to mobilize rural communities for sustainable development in mountain areas.

The key challenges are lack of access to quality and affordable broadband technology in rural areas, trained and quality human resources and most importantly the buy-in and understanding by decision makers and senior management to re-engineer and agree to revamp the old organizational paradigms to new knowledge-based systems and processes.



Ghulam Amin Beg is Program Manager, Policy Dialogue & Partnership/Knowledge Management at AKRSP. As a

development practitioner, he has over 15 years of professional experience in mountain area development. His interests are Knowledge Management, community-based Natural Resource Management, culture-based Enterprise Promotion, Disaster Risk Management, Policy Dialogue, local governance and trans-border regional cooperation in mountain areas.

Summer Internship Programme 2010

Every year N-IRM offers Summer Internship Programme (SIP) to highly motivated students. These interns work on research projects in various areas of development field e.g. Social Sector Services, Education, Social Mobilization, Natural Resource Management, etc. Here are the experiences of some of the interns:

What's the topic of your research?

Hina: Biogas Project in Tehsil Talagang-Union Council Lava

Sarim: I was working on analyzing staff behavior and attitudes within N-IRM.

Zoya: Micro Health Insurance

Eeman: Socio-economic impact of Vocational Training on women.

What's been the best part about this internship program?

Hina: Learning new methods of research and making new friends

Sarim: Dressing up formally every day. Interacting with people within the office and in the rural settings.

Zoya: Interaction with some eccentric individuals, making new friends and learning different methods of research.

Eeman: The field trips and getting to know the other interns.

How would you gauge the exchange of knowledge in the office?

Hina: Everyone is pretty helpful and supportive. It feels great to be a part of this team.

Sarim: The work environment promotes knowledge exchange at all levels. Data is well documented and easily available.

Zoya: Staff is quite helpful in sharing whatever knowledge they can give.

Eeman: People in the office were always cooperative in sharing their knowledge with the interns. All the resources in the library were readily accessible

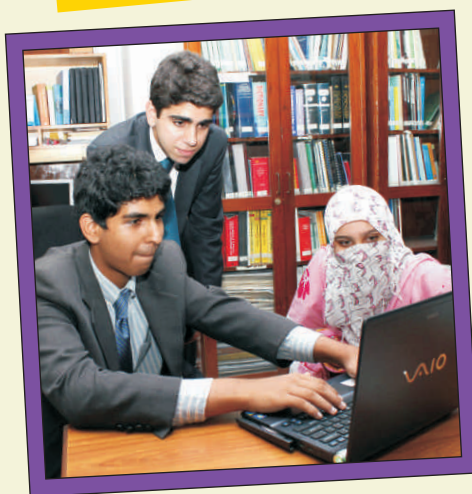
Describe your boss in just three words?

Hina: Cool, Smart, Helpful. (It was Ms. Samar)

Sarim: Ms. Amina..well. Professional, very likeable.

Zoya: Enthusiastic about fieldtrips.

Eeman: Considerate, Cooperative & Constructive.



And What About the Entire Internship Process?

Hina: Informative, enlightening and interactive.

Sarim: Rigorous, thorough and insightful. And I'd say adaptability is an important prominent trait around the office.

Zoya: I had fun!

Eeman: The entire internship programme was a great exposure to the development sector and how to develop your own research paper.



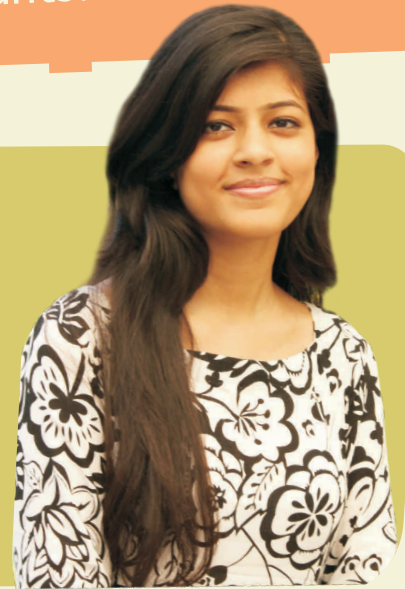
An important part of SIP is the exposure trips to various programme areas of NRSP. This year the interns visited Chak Shehzad, Muzaffarabad, Kotli Sattian and Talagang. Here are extracts from their accounts:



Zoya Atiq is doing Bachelors in Economics from LUMS. She'll be starting her second year of bachelors in August

My trip to Talagang was an eye opening experience. Living in the biggest urban centers of Pakistan, I was not aware of the environment in which the unfortunates of the country barely survive. This trip motivated me to work in the future for organizations like NRSP where humanity is being served with such commitment and devotion.

Hina Gul Roy has just completed A-levels from Beaconhouse and will be starting her LLB degree in September. 17 hours of traveling, how can I ever forget that trip! On a serious note, it has been a very enlightening trip. We got to learn about the Community Resource Persons, Vocational training & SMEs. Interaction with the local community proved to be very informative!



Eeman Amjad is doing Bachelors in Economics from Sarah Lawrence College, New York. She will be graduating in the year 2012.

We got an opportunity to attend meetings of various Community Organizations. What I gained from the exposure trips was an understanding of what being a Social Organizer entails and what running a CO involves. Best thing about these visits was the chance to mingle with the community in a direct way.



Sarim Zia has recently completed A-levels from Beaconhouse and will be joining LUMS for Bachelors in Economics in August.

The visit to Talagang was truly an enriching experience. We traveled under scorching temperatures to a small village an hour away from Talagang itself; it was called the "Lava Gaon". The interactive nature of the trip was most remarkable. The fact that we weren't confined to an office proved to be a greater learning.

An Interview

with the General Manager NRSP



Agha Ali Javad is the General Manager of National Rural Support Programme and is responsible for managing all programme activities including the rural and urban credit programmes. Being a member of the Pakistan Micro-finance Network; he is actively involved in providing technical guidance to other NGOs. He has organized various workshops on micro-finance involving private and government agencies. His areas of expertise include Social Mobilization, Management, Micro Finance Management & policies, Social Services Policy & Management, Situation Analysis, and Finance & Accounts.

Tell us about yourself?

I joined NRSP way back in 1994 after resigning from USAID. At that time I had 10 years of working experience at a senior position yet I had to attend the Orientation Training Workshop (OTW). I went for field

visits to Talagang, Chakwal and Khushab and realized that it is altogether a different kind of work. At that time NRSP was struggling for its sustainability because running a Social Mobilization programme require ample resources, in particular human resources. Later on we changed our strategy and ventured into training and micro-finance. It turned out to be an effective approach because not only the organization attained sustainability but the COs were also able to improve their condition. We at NRSP want to be identified by the work we do and the way we take along people with us by applying participatory development approaches.

There is considerable confusion surrounding knowledge management and its application in

organizations. How would you define the concept of knowledge management?

Knowledge Management is about documenting, disseminating and sharing knowledge. As far as methods and tools for knowledge management are concerned, they are dependent on the environment and technologies applied. As for NRSP, the foremost question is 'for whom you are managing the knowledge?' The major stakeholders involved are the members of the community organizations and the Government itself. So we try to manage our knowledge in a way that these two stakeholders benefit from it

How NRSP puts knowledge management into practical use?

At the grassroots level, Knowledge Management takes place in the CO meetings where members discuss their adopted methodologies, problems and achievements which are documented for future reference. We also organize Presidents and Managers conferences where the participants share their learning with each other. The proceedings of the conferences are documented, published and disseminated. Many Local Support Organizations issue their periodic newsletters as well.

We regularly hold meetings at field, district, region and Head Office level where we



Do you think at present we are managing information effectively?

I won't say I am completely satisfied with our Knowledge Management practices. In Pakistan we don't have a culture of reading so at times people who are interested in documenting their lessons learnt get frustrated because no one reads them unless they encounter a problem. But as an Rural Support Programme this is our duty to keep

discuss all programmes, targets, achievement and challenges that we face in the field. These meeting are basically about the impressions and expressions that people share with each other.

Formally Knowledge Management is the responsibility of the Monitoring, Evaluation and Research (MER) Sections. MER picks a small topic and conduct studies to understand the implication of a specific programme in a geographic location and share their findings. World Bank at present is testing NRSP's new methodology called the Community Investment Fund. We have picked some areas where CIF has not been implemented and compare the results to the areas where it is implemented. The entire process is being documented and findings are discussed with the team involved in the implementation process.

N-IRM is the training arm of the NRSP. It has a Resource Centre which contains Note for Records (NFRs) of Shoaib Sultan Khan and other eminent development practioners. We have a huge collection of Audio/Videos, proceedings of conferences, training workshops, field visits, public forums etc. Many published and unpublished reports

are also available there. A regular feature of N-IRM resource center is to compile, digitize and disseminate information.

I also acknowledge the role of RSPN which promotes cross sharing amongst the RSPs. It regularly holds conferences on different topics where the representatives of COs, VO and LSOs share their experiences.

What is the significance of Knowledge Management for RSPs?

Knowledge Management is extremely important for RSPs because it helps in cutting down our cost. We have a large network of grassroots organization and the economies of scale result from effectively managing and sharing the knowledge. This is the reason different donors and government agencies are approaching RSPs for implementation of projects. The other day I received a call from Baluchistan Rural Support Program (BRSP) to share our Social Mobilization Manual with them. We along with N-IRM team took months to develop that manual. Copies of the manual send to BRSP saved their 7-8 months of time, efforts and energies.

abreast with latest information and organize events where we can share knowledge.

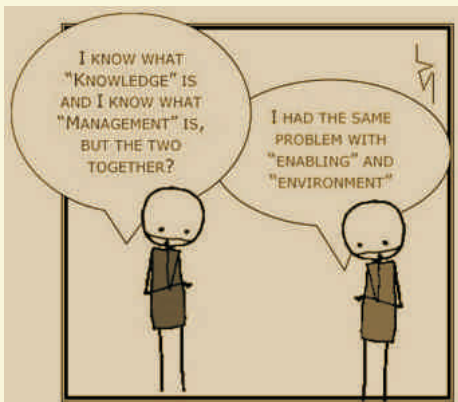
I also realize that we have to make our website very live and current because website is a living document and it needs to be constantly updated. Apart from annual reports we need to upload lessons learnt in the field and make them accessible to outsiders. We also need to hold regular workshops where experienced people in the organization can get the opportunity to share their experiences. So we are working from the top to bottom levels in terms of managing knowledge.

Finally, what words of advice would you offer to the readers?

I believe that Knowledge Management is the responsibility of every employee of NRSP. It should take place in such a way that one champion keeps reminding us what we have done, areas where we failed and succeeded in. Yet every manager, every worker should be sensitized enough to share knowledge at all levels.

How to Improve Knowledge

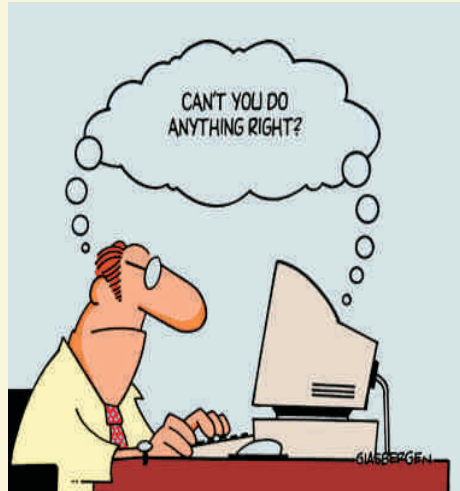
Think about people, then technology. If you think about people first and technology second (yes, that sounds like a cliché, but it's true), you won't get held up by technologies you don't need.



Stop calling it knowledge management. It's a bit of a misnomer. It's more about knowledge sharing than any kind of management — and sharing makes people feel that they can and should contribute to the process.

"Knowledge management will never work until corporations realize it's not about how you capture knowledge but how you create and leverage it".

Etienne Wenger



"The knowledge of the world is only to be acquired in the world, and not in a closet".

Philip Dormer Stanhope

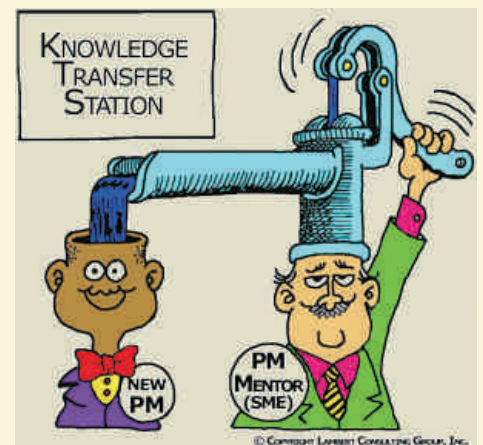
Simplicity is good, complexity is evil. Most people don't like things they can't understand right away. Try to keep any solution you implement as simple as possible — most people will also be more likely to talk about things that are easy to understand.



"Here are the minutes of our last meeting. Some events have been fictionalized for dramatic purposes."

Don't buy when you can steal.

OK, so we don't mean stealing in the illegal sense. To put together a set of knowledge sharing activities that are beneficial to you, stop trying to build the perfect solution from scratch. Also, don't forget the money you save by using open source software instead of buying everything you need.



"A baby has brains, but it doesn't know much. Experience is the only thing that brings knowledge, and the longer you are on earth the more experience you are sure to get".

L. Frank Baum

Management 6 easy ways



Ask people what they think. As you create ways for people to share what they know, don't just assume that your great idea is great for everyone. Be willing to listen to people, but also be willing to sometimes admit that your idea just stinks. Figuring out that an idea "not working" is even more important than figuring out that an idea "is" — you usually know when the ideas that work are working.

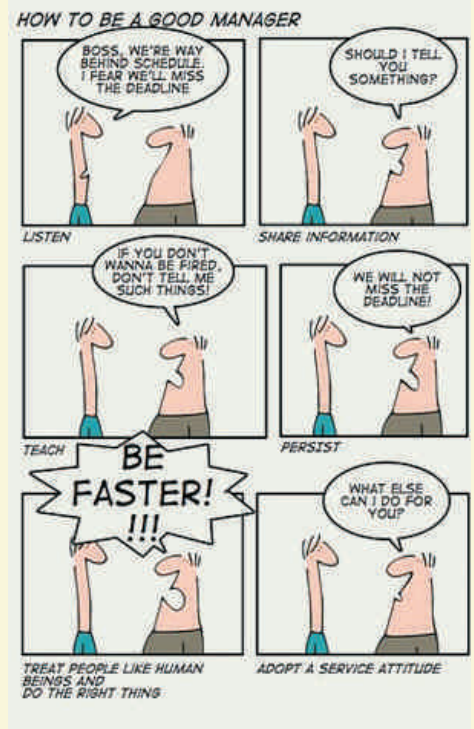
"Knowledge is power"

Sir Francis Bacon

"Ignorance may be bliss, but it certainly is not freedom, except in the minds of those who prefer darkness to light and chains to liberty. The more true information we can acquire, the better for our enfranchisement".

Robert Hugh Benson

Sell benefits; not features. For example, don't tell people that they can now create a list of search engines collaboratively with their colleagues that they can all search. Who cares? Tell them they can see where other people spend their time, or that they can now find in 5 minutes what used to take them 10. But don't lie — setting false expectations is among the

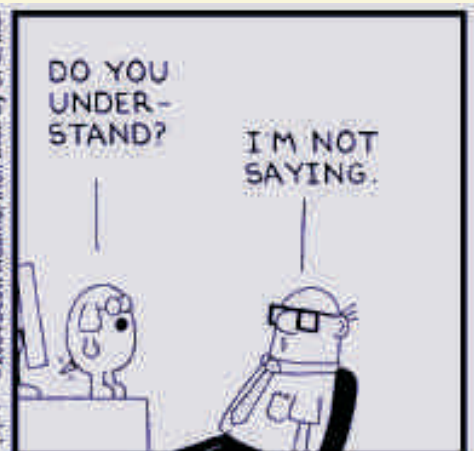
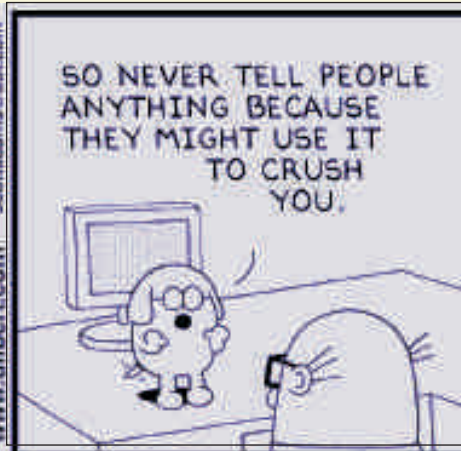
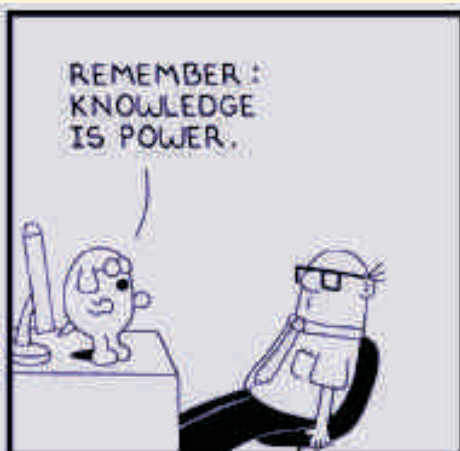


worst things you can do for knowledge sharing.

No man's knowledge can go beyond his experience.

JOHN LOCKE

By Tanya Hussain, Khan Jibran Khan
and Eiman Amjad

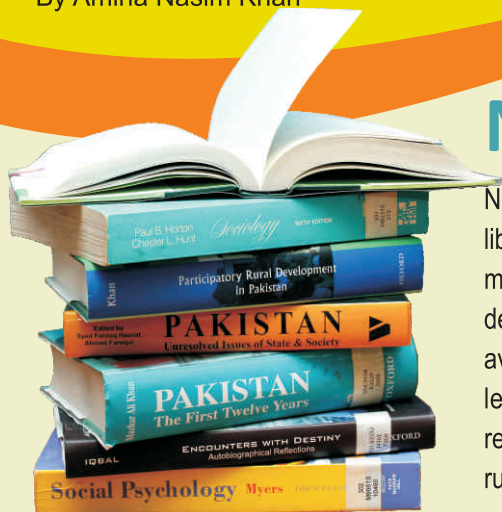


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N-IRM Tools & Techniques for Knowledge Management

Knowledge Management is a management philosophy which combines good practices in purposeful knowledge management and promotes a culture of organizational learning for improved performance. NIRM has been following various traditional as well as new age knowledge management tools and techniques which are applied at every learning opportunity.

By Amina Nasim Khan

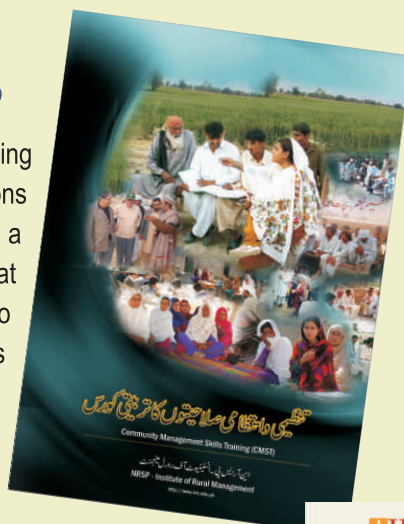


N-IRM Library

N-IRM Library is like a knowledge bank. The library collects and consolidates all existing material and knowledge on rural development and related issues and make it available for use and transform it into learning material. It also carries out research, documentation and publication on rural development related issues.

Training reports

Training report evaluates the completion of a training event, project or an activity to confine lessons learned for future activities. A training report is a quick and useful tool to obtain candid feedback at the end of an event or activity. It helps to understand and analyze the gaps which is essential for improving quality.



Digital Library

Web portal and a digital library have been functioning from the beginning of 2007. All these knowledge resources are being catalogued, digitized and placed on the website for providing access to interested readers, researchers, development professionals as well as policy and public opinion makers. At present digital archives contains a wealth of digitized photographs dating back to the late 1980s, covering the evolution of the RSP movement in Pakistan. It also has an audio visual section having an archive of more than 1,500 digitized documentaries, a vast collection of audio-video digital recordings. It offers services on current awareness, selective dissemination of information and preparation of annotated bibliographies.



Public Forums

A Public Forum is a platform that promotes discussion on key challenges and issues prevalent in the development sector and encourages sharing of good practices and ideas. This forum brings together people from all walks of life to express their findings and discuss issues. Thus it creates, nurture and subsequently institutionalize a space for interaction between various actors of the development drama in Pakistan.





Rural Development Degree Programme

Another innovative initiative of N-IRM for Knowledge Management is M.Sc. leading to M.Phil in Rural Development, started in collaboration with International Islamic University. This programme aims to equip the graduates with knowledge and practices needed to undertake rural development.



Note for Record (NFR)

Note for Record (NFR) is a mean to document the experiences and lessons learnt during the field work. It enable the people to review and summaries the course of events taken place in the field and discuss the challenges, issues and learnings. This knowledge is readily made available on the website for people and organizations facing similar challenges.

Training Calendar

Grooming For Success

Management Development Programme is offering
One day workshop for students and professionals
September 17, 2010

Project Proposal Writing

A 5-day workshop on Project Proposal Writing is
being arranged at N-IRM
September 21-25, 2010

English Language Proficiency

Executive Diploma in English Language Proficiency
Batch –XIV will be conducted at IRM from
August-October, 2010

Gender Audit

Management Development Programme is
commencing 3-day workshop on Gender Audit
September 30-October 2, 2010



News Feed



Public Forum on Self Employment Skills for Youth

Akhter Hameed Khan Resource Center arranged a Public Forum focusing on "Self Employment Skills for Youth". The purpose of this forum was to generate discussion on policy options for skill training of youth based on a case study of VTEC Rawalpindi. The panelists included Mr. Ali Mardan, Advisor Minister of Youth Affairs, Mr. Roomi S. Hayat, CEO N-IRM, Mr. Saquib Mohyuddin, CEO Business Support Fund and Mr. Saifullah Chaudhry, Senior Programme Officer ILO.



WLP Alumni Workshop

Management Development Programme of N-IRM organized WLP Alumni Workshop from June 29-30, 2010. The workshop was attended by 77 graduates representing all the 4 cohorts of Women Leadership Programme. On the first day the participants interacted with CEOs of RSPs and shared the impact of WLP especially in-terms of their professional growth. On Day 2 a Conference on legislation and policies affecting women took place.

2nd ISO Surveillance Audit of N-IRM

N-IRM has successfully completed 2nd Surveillance Audit on 23 July, 2010 for the continuation of its certification to ISO 9001:2008. ISO Team at N-IRM has been working diligently and continually to improve the QMS. It is to their credit that certification to ISO International Standard was achieved without any non-conformity.





Staff Reunion at Mango party

Continuing the tradition of celebrating summer, a grand Mango Party was arranged at N-IRM's Management Block on June 16, 2010. This reunion brought together current and old staff members who cherished their memories at IRM and enjoyed the Mango delight.



Conclusion of Summer Internship Programme

Every year N-IRM offers summer internships to highly motivated students from renowned colleges & universities across Pakistan and abroad. Maintaining the tradition, SIP was announced during May 2010. Interns were assigned research projects on diverse topics. After extensive literature review and field work, they all came up with analysis and recommendations. The outcome of their research was presented to the Senior Management of NRSP and N-IRM on July 31, 2010.

Closing Ceremony of OTPD

The closing ceremony was arranged for the graduates of "Orientation Training Workshop on Participatory Development" on July 31, 2010. Under FATA-Capacity Building Project 19 graduates representing various Civil Society Organizations of FATA were awarded certificates after completing 8 days of Class room learning and 6 weeks of field attachment in AJK Region.





Time is Ticking...



Are we managing our available knowledge resources effectively at N-IRM? The answer is YES and NO. Yes because we are doing it and No because we are doing it unknowingly.

I learnt about Knowledge Management through error and trial i.e. by submitting wrong article to the editor who requested me to understand KM philosophy before submitting any further stuff. So what is KM? Is it a competitive advantage? Intellectual capital? An asset dimension? KM is all of it and much more!

For all early birds in KM:

"KM is an effort to increase useful knowledge within the organization. Ways to do this include encouraging communication, offering opportunities to learn, and

promoting the sharing of appropriate knowledge artifacts."

In simple language KM is an effort to capture not only explicit factual information but also the implicit information and knowledge that exists in an organization, usually based on the experience and learning of individual employees, in order to advance the organization's mission. The eventual goal is to share knowledge among members of the organization.

Knowledge Management can be done in various ways. Currently in N-IRM it's being done through **Documentalist method** and **Technologist method**.

Our library archives are best examples of documentalist method. All the record of Rural Support Programmes (RSPs) are well

preserved and retrievable. Published and unpublished work of Dr. Akhter Hameed Khan and Shoaib Sultan Khan is piled in hundreds of files. But have we ever thought what benefit can we gain from this pool of knowledge? Fortunately we have a strong foundation but there is a need to get maximum benefit through from these Note for Records, biographies and case studies.

As for technologist method we have a digital library, website and Management Information System. We are already sharing a lot of information to the desired users through these tools. It's high time that we take these tools as KM methods in order to meet international practices of organizational evolution and efficiency.

Learner & Communicator method is still missing. This method helps in navigation of knowledge and decision making.

Knowledge Management encompasses organizational change, techniques and technology. To keep abreast with the highly competitive and constantly changing environment we need to strengthen our Knowledge Management practices because time is ticking for us....

Reference

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By Seerat Fatima



Translating Field learning into Knowledge

NRSP-Institute of Rural Management has always been on the forefront to explore new avenues and initiate ventures for the development and expansion of knowledge. It is in line with the pursuit of this objective that N-IRM has teamed up with Higher Education Commission and International Islamic University for initiating M.Sc. in Rural Development. MRD provides an opportunity to aspiring development practitioners to develop an in-depth understanding of the subject area by means of research dissertation and field work. The degree is specifically designed for people engaged in the growing rural development sector.

The programme deals with the theory and practice of rural development with reference to Pakistan and enhances the operational skills of students by focusing on a number of applied aspects of rural development

“MRD is effective in developing an in-depth understanding of concepts related to Rural Development. It is essential for development professionals like me to have practical experience supported by theoretical knowledge. The programme keeps us updated with the new and emerging concepts and terminologies”.

Mehtab Sabri,
Student

including Social Mobilization and Participatory Management. It is designed to fill the gap in demand and supply of trained human resources in the development sector

particularly for NGOs and government organized NGOs in Pakistan. It enables development managers to scale up strategic innovations in community development through enhanced knowledge of best practices in Pakistan.

Career opportunities exist for the graduates in local and international NGOs, government departments at national, provincial and local level, private and public sector development organizations, self-employment as consultants and free-lance researchers as well as policy analysts. To strengthen the contents of the programme, a variety of tools and techniques including lectures, group discussions, peer learning, task oriented exercise and field visits are incorporated.

By Raza Mohsin

Reviews

Book Review

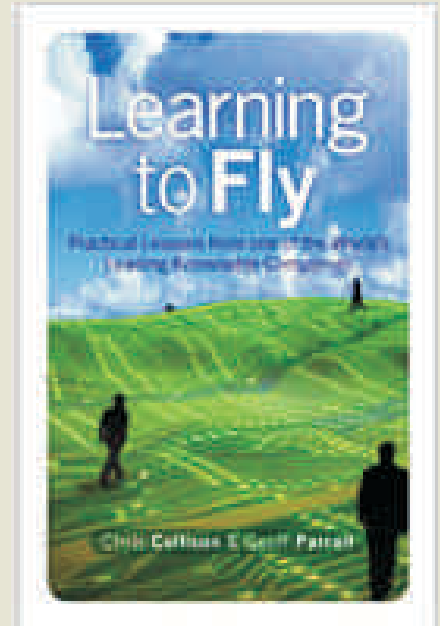
Learning to Fly

Author: Chris Collison and Geoff Parcell

Today, no one is, nor can be, an expert in everything. In every challenge, it is easy to feel that you don't know enough to keep up with the accelerating pace of change inside our organizations, let alone the world outside. Start with the assumption that somebody somewhere has already done what you are trying to do. How can you find out whom, and learn from them? Learning to Fly shows exactly how to put theory into practice, sharing the tools used and the experience and insights gained by two

leading knowledge management practitioners.

In Learning to Fly Chris Collison and Geoff Parcell share their experiences from BP, one of the world's leading knowledge organizations. It is a practical, pragmatic workbook packed with hints and tips to help managers put knowledge management into action immediately. It is the use of Knowledge Management (KM) to adapt what others have already learned and dynamically capture and share the explicit and tacit knowledge of your work force as it evolves.



Tech Talk

Apple iPad

The latest offering by tech giant Apple, this "tablet computer, whose dimensions fall between those of an iPhone and a laptop, will in future be able to multi-task with updated software to be revealed soon to the tech-buying world. It runs all applications available on the iPhone, with many altered for the iPad's larger screen. It also contains features such as video streaming and includes a word processor and a spreadsheet programme.



Web Watch: Be Funky

<http://www.befunky.com>

Be Funky allows you to completely change your photos with on click, and with all sorts of wild effects!



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