



DRAFT FOR APPROVAL

A KNOWLEDGE MANAGEMENT STRATEGY FOR IUCN

DECEMBER 2005

The Union of the future must be a leading light in the management and provision of relevant knowledge for conservation and sustainable development in a world of increased competition and shrinking resources

Report of the Consultative Group on Commissions, 2003

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ACRONYMS

CEC	Commission on Education and Communication
CKO	Chief Knowledge Officer
CEC	Commission on Education and Communication
CMIS	Conservation and Management Information System
DGO	Director Global Operations
DGP	Director Global Programme
DGS	Director Global Strategies
DOI	Digital Object Identifiers
ECIE	Environmental Convention Information Exchange
GIS	Geographic Information Systems
ICR	Intellectual Capital Reporting
ICT	Information and Communication Technology
KM	Knowledge Management
KMMM	Knowledge Management Maturity Model
KRA	Key Result Area
PALNet	Protected Areas Learning Network
PDF	Portable Document Format
SIS	Species Information System
SLC	Societal Learning and Change
WANI	Water and Nature Initiative
WCLN	World Conservation Learning Network
WDPA	World Database on Protected Areas
XML	Extensible Mark-up Language

IUCN'S DEFINITION OF KNOWLEDGE MANAGEMENT

The set of disciplined and systematic actions that an organisation takes to derive the greatest value from the knowledge it acquires, creates, stores, shares and uses.

First generation knowledge management was about using IT systems in work processes. It was current during the 1990s, when knowledge management emerged as a field of practice. It focused on capturing data, information and experience to make them easily accessible. Rooted in, and usually driven by, technology, it tended to deal with the development of sophisticated data sets and retrieval systems without a primary focus on their use. During this phase, heavy investments were made in technological fixes with little impact on the way in which knowledge was used.

Second generation knowledge management evolved from an understanding of the failures of the first generation approach. Based on a clearer understanding of how knowledge is created and shared, it gives priority to the way in which people construct and use knowledge, which is closely related to organisational learning. Key initiatives therefore include enabling and measuring culture shifts, integrating knowledge sharing with learning, streamlining organisational structures and processes to facilitate knowledge sharing, strengthening communities of practice and improving technology tools for these purposes.

Third generation knowledge management is now slowly emerging. Among others it aims to engage clients / stakeholders / target audiences as early as possible in the processes of knowledge sharing and learning.

Information management is not to be confused with knowledge management. It is a subcomponent of knowledge management that focuses on establishing hardware and software systems to create, store, organise and share digital data, information and explicit knowledge resources.

Executive Summary

IUCN's **Knowledge Management Strategy** has been developed as one of three critical change management strategies for the Union during the 2005-2008 intersessional period. It is not a blueprint, but provides a framework for action to steer knowledge management in IUCN over two intersessional periods, from 2006 to 2012.

After setting out IUCN's knowledge management principles, vision, goal and objectives, this document identifies six strategic areas of work that will enable the organisation to achieve knowledge management maturity by 2012. In each of these areas, it identifies a number of change management projects. The strategy concludes with a summary of implementation principles, approaches and organisational arrangements.

The Knowledge Management Strategy has been based on a number of considerations: an analysis of the context within which IUCN operates, its strategic intent as expressed in its mission, key policy documents and Global Programme; a consultative diagnosis of the current state of knowledge management in IUCN - based on discussions, studies and reviews - against a knowledge management maturity model; theoretical underpinnings for knowledge management; good practices and lessons from other organisations and companies; and an analysis of what needs to be achieved over the next two intersessional periods in order to reach the desired level of knowledge management maturity. These analyses are summarised in the **companion document to this Strategy**, *Background to the IUCN Knowledge Management Strategy*.

More detailed planning is still required and during 2006 **Action Plans** will be developed for each strategic area of work and project, as required, to assist with fundraising, implementation and monitoring of progress. A set of desired results and outcomes has been used to inform a monitoring framework which will also accompany the Strategy and Action Plans.

IUCN **defines knowledge management** as the set of disciplined and systematic actions that an organisation takes to derive the greatest value from the knowledge it acquires, creates, stores, shares and uses. It has developed a set of **knowledge management policy principles** that recognise efficient, equitable and effective knowledge management as vital to the achievement of its vision and mission, and to making the Union more than the sum of its parts as leader in the conservation movement. It also recognises that excellent knowledge management is crucial as it strives to reach new sectors and audiences who determine the future of the environment, and as it bridges cultural, political, economic and other divides to foster collective and accelerated action for conservation. It encourages a focus on *knowledge*, not only data and information. It recognises knowledge management as a value-adding endeavour, driven by a performance culture. It relishes an empowered workforce, promotes knowledge management as part of everyone's work, supports the democratisation of science and has a commitment to open access. It appreciates that knowledge management is about people and processes and not driven by technology - and that this requires a culture change to be a learning and sharing organisation.

IUCN is therefore committed to excellence in knowledge management – both internally, and in the multiple communities of conservation practice of which it is part. The **systematic diagnosis** (analysed in the *Background* document) has shown that IUCN has to move up several levels towards knowledge management maturity before it can be a platform for innovation and distinction in the knowledge management arena. Its **goal** is therefore to reach this stage of maturity in knowledge management by the end of the next intersessional period in 2012.

The **objectives** of the Knowledge Management Strategy have therefore been structured to address its three main, overarching challenges. The first of these also provides a reason for the considerable number of change management projects to be implemented - the Union has to get in place and in order some of the *very basic* organisational systems that have to support and foster knowledge management, as well as enhance a culture of performance which will allow it to thrive. Secondly, it has to strengthen its knowledge creation, sharing and learning across organisational

boundaries and barriers, among others shifting its focus towards much more efficient and concerted analysis, integration and synthesis of information and knowledge for greater effect. Without these capacities it cannot foster collective action within the Union. Thirdly, it has to strengthen its capacities to assist, empower and influence its target audiences – many of which are relatively new to IUCN, yet very influential at national, regional and global level.

Its three objectives help to define the **six strategic areas of work** that must be tackled in order to bring IUCN to knowledge management maturity. These areas of work, and their 23 component projects, will be tackled neither simultaneously nor sequentially. They will be undertaken in a phased and integrated manner, based on a careful selection of the projects over the period to 2012. The six strategic areas and the 23 change management projects are summarised in the table below.

Strategic Area of Work: Improve access to IUCN's information and knowledge
<ol style="list-style-type: none"> 1. Upgrade the ICT infrastructure and support services 2. Improve the IUCN Intranet 3. Develop an integrated Conservation and Management Information System 4. Strengthen technology-enabled publishing 5. Transform the IUCN library system 6. Establish a 'yellow pages' of IUCN expertise, product repositories and services 7. Increase the number of multilingual products 8. Develop instruments to capture knowledge
Strategic Area of Work 2: Foster an organisational culture that values knowledge workers and encourages knowledge management
<ol style="list-style-type: none"> 9. Improve human resources and management policies, approaches and performance drivers to encourage knowledge management 10. Build and promote internal knowledge management capacities, tools and resources 11. Provide inspiring workspaces
Strategic Area of Work 3: Embed knowledge management in roles and work processes
<ol style="list-style-type: none"> 12. Allocate and support knowledge management roles and responsibilities 13. Launch pilot initiatives based on work process analysis 14. Embed knowledge management results in programme planning, monitoring and evaluation
Strategic Area of Work 4: Turn action into knowledge into action – sharing, learning and creating across organisational boundaries
<ol style="list-style-type: none"> 15. Synthesise, capture and use good practice and policy lessons 16. Mobilise and support communities of practice 17. Preserve institutional memory and tacit knowledge
Strategic Area of Work 5: Strengthen IUCN's knowledge base for greater impact
<ol style="list-style-type: none"> 18. Safeguard a reputation for quality and cutting edge work 19. Identify and develop flagship products 20. Create value-adding knowledge products and services
Strategic Area of Work 6: Enhance capacities to serve and influence target audiences
<ol style="list-style-type: none"> 21. Deepen relationships for effective communication and engagement with partners and target audiences 22. Focus on influencing strategies 23. Create deep societal and global change

Implementation of the strategy will take place in **four phases until 2012**, in other words over two intersessional periods. While a holistic approach is essential, it is also necessary to achieve tangible progress at an early stage. The benefits of knowledge management will be demonstrated early on through small ‘quick win’ examples of good practice. The first two implementation phases – mobilisation and piloting, up to August 2008 - will thus build on rapid results initiatives, learning from pilot projects and small beginnings with major initiatives. The second two phases – scaling up, followed by institutionalisation and ongoing innovation – will build on these beginnings over the following four years to create a mature knowledge organisation.

Progress will be monitored and assessed at the end of each phase. The strategy should not only address the challenges identified during the planning phase and the steps needed to reach knowledge management maturity. It should also show clear benefits – reduce organisational and project costs, save time, increase income, improve quality and increase IUCN’s influence and impact. A series of **desired results and outcomes** over the four implementation phases, as well as a **monitoring and evaluation framework** are therefore being developed to determine progress with implementation of the Strategy, as well as measure and assess its results and outcomes over time. The Strategy will evolve based on evidence of its progress, success and benefits.

Implementation of the strategy will be based on a ‘bottom-up’ approach, driven by the initiative, interest and capacities of teams and individuals. This will be complemented by ‘top-down’ initiatives aimed at fostering an enabling environment and effective systems for knowledge management.

In this strategy the **Secretariat** has been positioned as the ‘knowledge centre’ of IUCN - with the library system as a ‘knowledge centre’ within the Secretariat. In a spirit of service and collaboration with the rest of the organisation, the Secretariat will co-ordinate, facilitate and strategically direct knowledge initiatives across the Union. This **co-ordination of the strategy** will be driven by a high level, full-time coordinator or part-time coordinating group, supported by small teams, individual ‘champions’ and communities of practice drawn from the Secretariat, Commissions and Members.

1. PURPOSE OF THIS DOCUMENT

The **IUCN Knowledge Management Strategy** has been developed as one of three critical change management strategies for the Union during the 2005-2008 intersessional period. It is not a blueprint. Instead, it provides a framework for action to steer knowledge management in IUCN over two intersessional periods, from 2006 to 2012. It will continue to evolve with the constantly changing context and challenges that the Union faces, based on formal assessments, regular contact with other organisations and an adaptive management approach.

This document lays out the Knowledge Management Strategy, highlighting

- the contextual drivers for the strategy;
- IUCN's main knowledge management challenges;
- the policy principles used to guide the strategy;
- the knowledge management vision, goal and objectives;
- the strategic areas of work until 2012;
- the change management projects that give life to the strategy; and
- key milestones for progress towards knowledge management maturity.

The strategy has several companion documents: *Background to the IUCN Knowledge Management Strategy* and the *Knowledge Management Action Plans for 2006-2008*.

The **Background** document includes

- IUCN's view of knowledge management
- the main knowledge management practices in IUCN
- the changing context within which IUCN operates and which influences its emphases and approaches to knowledge management
- an assessment of the current state of IUCN's knowledge management
- a diagnosis against a Knowledge Management Maturity Model (KMMM) and
- a critically important knowledge management challenge for IUCN.

The **Action Plans** still have to be completed. They will provide tactical and operational detail to guide the implementation of some the change management projects over the first two phases, inform IUCN business planning, ensure synergies within IUCN during implementation and assist with resource justification and fundraising. They will

- highlight basic tactics - implementation principles, key action steps and responsibilities that can drive the first stages of implementation, important milestones and broad timelines
- set out detailed implementation proposals
- specify detailed results, roles and responsibilities, and timelines
- indicate synergies within and outside IUCN
- highlight critical assumptions and risks
- provide a comprehensive M&E plan
- indicate estimated budget and staffing requirements
- propose alternative scenarios where possible, based on different levels of resource availability.

The first editions of the Action Plans will be developed for selected change management projects by teams during the early part of 2006. In the meantime many components of the strategy will continue without the need for comprehensive planning.

CONTEXTUAL DRIVERS FOR THE STRATEGY¹

- The tremendous societal and organisational change brought about by the transition from the industrial age to a globalised, networked, knowledge driven society and economy in the 21st century.
- Knowledge-driven growth which reflects the increasing importance of ideas and innovation for progress and development.
- Information overload, and the search by policy- and decision-makers for credible, reliable, relevant and easily digestible knowledge.
- IUCN's evolution from intimate networks of experts to an expanded, decentralised and regionalised Union with loosely connected systems of operation, strongly influenced by its regions, which demands
 - fostering synergies and integration across organisational boundaries;
 - respect for different values, perspectives and priorities;
 - better understanding of different knowledge systems.
- Shifting roles in this more complex Union, with
 - the Secretariat as the convenor, coordinator and catalyst for action as well as executor of field projects;
 - Commissions as important generators of new knowledge, but having to consider new forms of networks, engagement with other networks, as well as more frequent involvement at regional and national levels;
 - Members that determine the direction and foci of IUCN's programmatic work, but also have to collaborate as a true 'Union' to increase the impact of the conservation movement
- The challenge to IUCN's pre-eminence in conservation knowledge and action by more and more organisations with similar goals and the potential to eclipse the work of IUCN.
- Debates that demand fundamental questioning of the premises on which conservation arguments and action have been built and that call for new thinking with the involvement of new audiences not normally served by the conservation movement.
- IUCN's position as *the* 'boundary' or 'bridging' organisation² in the conservation movement that connects science and policy, linking knowledge to action for real change in global understanding and action.
- The need for an excellent understanding of the underlying causes of unsustainable development that can inform truly multi-disciplinary, cross-sectoral, innovative solutions.
- The growing realisation of the need for more dynamic learning, analysis, integration and synthesis for real impact on issues of national, regional and global priority.
- The need for a more intense focus on relevant knowledge and influencing strategies that can make a real impact on efforts to accomplish IUCN's mission and deliver its Programme.

¹ Ibid.

² For a definition of a 'boundary' or 'bridging' organisation refer to Annex 1 in *Background to the IUCN Knowledge Management Strategy*

2. DEVELOPMENT OF THE STRATEGY

The development of the Knowledge Management Strategy was based on the following inputs:

- an analysis of the current context in which IUCN operates, its position in the world and its strategic intent as expressed in its mission, positioning statement and Global Programme framework;
- a diagnosis of the current state of knowledge management in IUCN against a knowledge management maturity model, using a variety of studies, organisational reviews and consultative inputs³;
- good practices, conditions for success and lessons from organisations and companies with similar scope and challenges;
- theoretical models for knowledge management;
- an analysis of what needs to be achieved over the next seven years – two intersessional periods - in order to reach the desired level of knowledge management maturity.

3. POLICY PRINCIPLES

Vital to IUCN's mission and leading role

IUCN recognises efficient, equitable and effective knowledge management as vital to the achievement of its vision and mission, and to making the Union more than the sum of its parts as leader in the conservation movement.

Commitment to excellence

IUCN is therefore committed to excellence in knowledge management – both internally, and in the multiple communities of conservation practice of which it is part.

In striving for excellence in its knowledge management, IUCN will adhere to global best practice standards as well as excellence in its knowledge products and services – including innovative, cutting-edge science.

A focus on knowledge

IUCN recognises the need to focus on *knowledge* – tacit and explicit - and less on data and information⁴. Knowledge is *the* organisational asset that leads to action and real change.

A focus on people and processes

IUCN recognises that knowledge management is about *people* and *processes* and the *products and services* flowing from these, with technology in a supporting role. The interests of its people, stakeholders and target audiences, as well as the demands of its work processes to achieve organisational goals will drive its knowledge management - not technology.

An empowered workforce

Knowledge management in IUCN will be driven by a focus on empowering staff and volunteers to be 'knowledge workers' with the expertise and commitment to work in modern knowledge-driven organisations.

³ For further information refer to the companion document *Background to the IUCN Knowledge Management Strategy*

⁴ For definitions of knowledge related terms refer to the Glossary in Annex 2 in the companion document, *Background to the IUCN Knowledge Management Strategy, November 2005*.

Part of everyone's work

While providing the necessary dedicated capacity and resources to structure and drive it, IUCN recognises that knowledge management is integral to the work of all staff and volunteers and should be firmly embedded in its work processes.

The democratisation of science

IUCN embraces the multiple knowledge systems of the societies and cultures with which it works around the world, and will reflect this in its work.

Commitment to open access

In support of the principles of the Conservation Commons, IUCN recognises the need to place knowledge in the hands of all those who can use it well to benefit humankind, while managing its intellectual capital as a valuable asset.

A culture change

Knowledge management will bring about a gradual culture change to foster and strengthen innovation and knowledge creation. This requires the ability to manage and learn from failure, to nurture creative tensions, to share information and knowledge, to promote purposeful standardisation yet avoid uniformity, to encourage debate and support independent thought.

A learning and sharing organisation

Internally, IUCN will strengthen its character and performance as a knowledge sharing and learning organisation as critical elements in knowledge management.

Making IUCN more than the sum of its parts

Recognising the different but overlapping roles that the various parts of the Union play in this regard, IUCN will ensure an integrated approach in order to maximise the opportunities provided by the knowledge management functions and capacities of Members, Commissions and the Secretariat – yet strengthening the foundation by first focusing on the functions of the Secretariat and Commissions, and later on those of the Members.

A value-adding endeavour

Knowledge management has to prove its worth by helping to reduce costs, save time, improve quality, increase income and enhance influence and impact.

Commitment to results

In line with its general approach, IUCN will be results-oriented in obtaining, creating, preserving, sharing and using knowledge.

A strategic, evidence-based effort

Using adaptive planning and management, the strategy will be directed by the IUCN mission and organisational goals as well as evidence provided by regular monitoring and evaluation of the implementation process and results.

Driven by a performance culture

IUCN recognises the pivotal role in its success of its staff and volunteers' dedication to the Union's mission. Yet success in reaching knowledge management maturity will depend on how well a **performance culture** is nurtured that raises staff members' demand for knowledge and good practices in working with knowledge.

SOME OF IUCN'S KNOWLEDGE MANAGEMENT CHALLENGES⁵

- How can we connect, organise and access our knowledge base so that we - and others - know what we know?
- How can we harness the Union's knowledge across organisational and cultural barriers for much greater impact?
- How can we improve our product quality, stay on the cutting edge and develop a good number of well recognised flagship products?
- How can we prevent 'wheels from being reinvented'?
- How can we best turn action into knowledge and knowledge into action?
- How can we develop our databases and knowledge repositories so that they are used?
- How should we manage our people to foster confident 'knowledge workers' as well as a sharing and learning organisational culture?
- How can we mobilise expertise to meet new knowledge requirements?
- How do we improve our teamwork and networks?
- How can we better preserve institutional memory?
- How can we share and exchange knowledge more effectively?
- How can we best uncover *and* apply good practice in new interventions?
- How can we develop technology that can support a knowledge-based organisation?
- How do we increase efficiency and productivity to save time and resources?
- How do we get the best value out of our knowledge?
- How should we reorient ourselves to be better at integration and synthesis?
- How do we know what knowledge is really needed by influential persons and organisations?
- How can we reach our target audiences more effectively for greater impact?

4. VISION, GOAL AND OBJECTIVES

4.1. Vision for knowledge management in IUCN

As a leading conservation organisation and as part of global, regional and local communities of conservation practice, IUCN builds, uses and shares a comprehensive body of knowledge efficiently, effectively and equitably to help achieve a just world that values and conserves nature.

4.2. Goal for knowledge management

To reach maturity in knowledge management by the end of the next intersessional period in 2012, providing a platform for continuous innovation in creating, capturing, sharing and using knowledge in subsequent decades.

⁵ For a detailed analysis of IUCN's knowledge management strengths and weaknesses, refer to the companion document *Background to IUCN's Knowledge Management Strategy*

4.3. Objectives

The IUCN Knowledge Management Strategy has to have many facets. The reasons for its complexity have been captured in a recent analysis⁶ of the evolution of the tasks of a ‘Chief Knowledge Officer’ (CKO):

“First employed .in the 1990s to foster the flow of knowledge throughout increasingly complex organisations, they functioned rather like plumbers, routing bits of information through different pipes to the right people. They then built better pipes, such as company-wide e-mail networks and corporate intranets, and, still later, redesigned work and communications processes to promote collaboration.

Today, in organisations that already have these technical and social networks, CKOs can take a more strategic perspective, scanning the enterprise to discover how they might improve processes and customer relationship management as well as promote employee learning.the CKO can stand back and manage interventions that cross formal business boundaries, thus helping the enterprise as a whole.”

As the diagnosis of IUCN’s knowledge management has shown⁷, it still has to make significant progress **in all these areas**. This will require a concerted and continuous effort across the organisation, with a number of knowledge management initiatives taking place at one time that will continuously need alignment for best effect.

The following strategic objectives therefore help to define a number of *strategic areas of work* across three levels of value addition to the organisation (Figure 1). These areas of work are brought to life through a number of *change management projects* prioritised for support in a phased manner during the seven years of strategy implementation.

Objective 1

To provide an enabling environment with systems and capacities that support and embed knowledge management in the work of the Secretariat and Commissions

This objective has an internal emphasis on the Secretariat and Commissions. It aims to ensure a sound foundation for knowledge management by strengthening basic organisational systems, capacities and processes as building blocks without which more advanced knowledge management cannot take place.

Objective 2

To strengthen knowledge creation, sharing and learning across organisational boundaries and barriers

This objective focuses on strengthening the capacities of the Secretariat and Commissions to deliver the IUCN Programme, yet expands its intention to include Members, partners and other stakeholders. It promotes new approaches to existing processes of knowledge creation, sharing and learning across organisational boundaries and barriers.

⁶ Foote, N.W., Matson, E. & Rudd, N. (2001). Managing the Knowledge Manager. *The McKinsey Quarterly*, Number 3, http://www.mckinseyquarterly.com/article_page.aspx?ar=1075&L2=18&L3=30

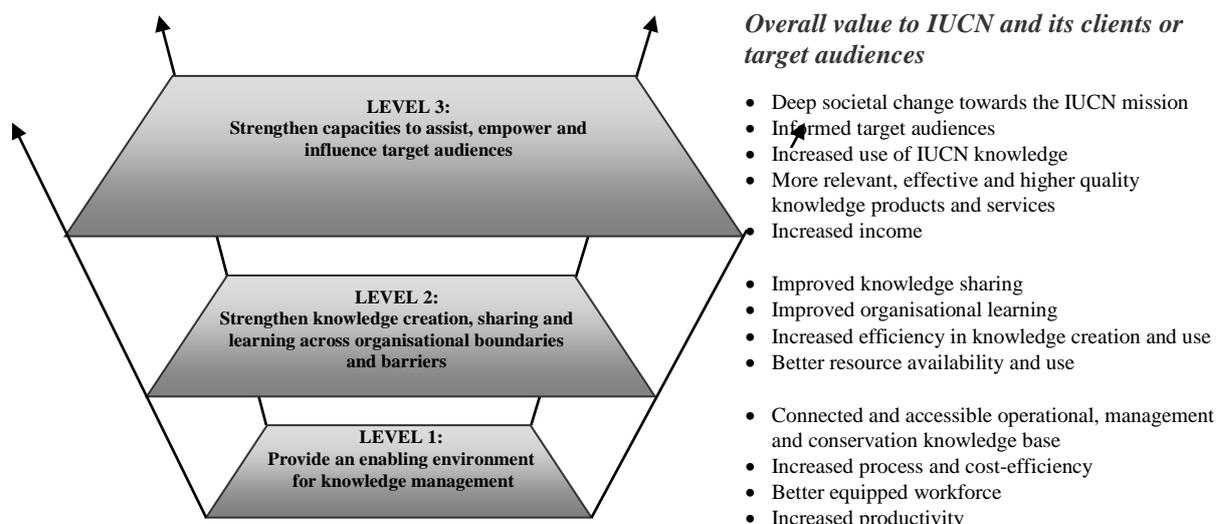
⁷ Refer to the companion document, *Background to the IUCN Knowledge Management Strategy*, December 2005.

Objective 3

To strengthen IUCN’s capacities to assist, empower and influence its target audiences

This objective focuses on how to increase IUCN’s impact on target audiences. It encourages improvements and novel approaches to the development of its products and services to create new value for these target audiences.

Figure 1: The IUCN Knowledge Management Strategy: Creating value at three levels⁸



IMPROVED KNOWLEDGE MANAGEMENT HAS TO SHOW DEFINITE BENEFITS.....	
Reduce costs	...by re-using and building on ideas, past results and new knowledge ...by not repeating mistakes ...by standardising ICT systems and their management ...by increasing coherence and synergy between efforts
Save time	...through faster access to information and expertise ...through better collaboration ...through faster integration of new employees and volunteers ...through better internal communication
Improve quality	...by harnessing the Union’s expertise ...by sharing experience and good practices ...by focusing on integration and synthesis ...by improving the quality of products and services ...by collaborating with new audiences

⁸ Adapted from Foote, N.W., Matson, E. & Rudd, N. (2001). Managing the Knowledge Manager. *The McKinsey Quarterly*, Number 3, http://www.mckinseyquarterly.com/article_page.aspx?ar=1075&L2=18&L3=30

	...by using and benchmarking against international standards
Increase income	...through novel partnerships and alliances ...through innovative products and services ...through better performance
Increase influence and impact	...by aligning products and services with strategic goals ...by networking the Union for concerted action ...by effectively engaging old and new audiences ...through better targeting of products and services ...through more relevant products and services ...through better communication.

5. STRATEGIC AREAS OF WORK

In order to achieve knowledge management maturity, IUCN will tackle six strategic areas of work. A number of change management projects will be executed in each area. The strategic areas of work should not be addressed all at once, or sequentially. They need to be tackled together, but in a phased manner based on a careful selection of change management projects over time. Some of these projects must tackle technology and science; others must tackle the personality and politics of the organisation.

OBJECTIVE 1: To provide an enabling environment with systems and capacities that support and embed knowledge management in the work of the Secretariat and Commissions

Strategic area of work 1	Improve access to IUCN's information and knowledge
Strategic area of work 2	Foster an organisational culture that values knowledge workers and encourages knowledge management
Strategic area of work 3	Embed knowledge management in roles and work processes

OBJECTIVE 2: To strengthen knowledge creation, sharing and learning across organisational boundaries and barriers

Strategic area of work 4	Turn action into knowledge into action – sharing and learning across organisational boundaries
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OBJECTIVE 3: To strengthen IUCN's capacities to assist, empower and influence its target audiences

Strategic area of work 5	Strengthen IUCN's knowledge base for greater impact
Strategic area of work 6	Enhance capacities to serve and influence target audiences

Interwoven in the change management projects are the four major tasks of knowledge management⁹:

- process organisation, which defines goals and sets the right incentives;
- building the right competencies and culture;
- providing the right ICT solutions and services; and
- creating the right environment for teamwork, knowledge sharing and innovation.

⁹ Defined in presentation and discussion by Jan Schwaab, GTZ, November 2005

STRATEGIC AREA OF WORK 1: IMPROVING ACCESS TO IUCN'S INFORMATION AND KNOWLEDGE

Rationale: Over the years IUCN's investment in its ICT systems and capacity has been inadequate and lacked a strategic, long-term approach. In spite of the central information management team's best efforts, this has resulted in an inadequate ICT backbone; poor connectivity with regions; inadequate support for the Union's working languages; and a lack of policies, standards and management systems that ensure efficient outsourcing, financing, contract and intellectual property management, benchmarking and adherence to international standards, and reliable, accessible and high quality content.

The IUCN Intranet should be *the* one-stop portal for operational and management information and provide virtual workspaces for teamwork and communities of practice, yet it has major deficiencies in design and in content. These create unnecessary work that slows IUCN people down. Better knowledge management should mean less work, not more. There is also little technical and content integration between the Intranet, more than 40 IUCN websites, and other repositories, leading to insufficient innovation and capacity to support an extensive, connected knowledge base.

IUCN therefore does not know what it knows. Its knowledge and expertise are scattered across repositories that are inadequately linked, and not systematically structured and organised. Too little reference is made to the wealth of the Union's knowledge in languages other than English. All this makes the Union's knowledge difficult to assess, use and develop, and contributes very significantly to the lack of collaboration both horizontally and vertically across the component parts of the Union. This significantly weakens IUCN's capacity to lead and to play its pivotal role as 'connector' of knowledge and expertise to increase the impact of the conservation movement.

A TASTE OF THE FUTURE

A Union where.....

- we use up-to-date information and communication technologies that help us to work *smarter*, saving time and money while making us more effective with a greater sense of wellbeing;
- the IUCN Intranet is a pleasure to use; and serves as
 - a reliable portal for our information needs as Secretariat staff and Commissions' leadership,
 - a tool for analysis, learning and action that blends seamlessly with the content of interlinked IUCN websites and repositories of information;
- those working in IUCN programmes can quickly identify what databases, projects or documents are available per topic or issue and geographical area;
- we can find out easily who the experts are in the Secretariat and Commissions who can provide needed information on a particular issue;
- we have a transformed library system that connects all our libraries into a clearing house for IUCN's knowledge products;
- we have easy access to documents and records containing important past and current experiences so that we build on these – and innovative programmes use wikis, blogs or k-logs for this purpose;
- we have management information at our fingertips to help us in decision-making;
- we can easily identify, access and draw on key resources across the whole Union, including that of Members, when the conservation movement has to make the case on a critical issue.

Approach: Improvements to IUCN’s internal information management systems are essential as a first step to organise its knowledge products and expertise, and to make them readily available and accessible within the Union and to external target audiences. They can also be used to capture knowledge rather than only information. For this a standardised system has to be developed. During this process a conceptually integrated Conservation and Management Information System (CMIS) will be designed. This will provide the Secretariat and Commissions with an efficient system for managing their operational and management information and knowledge. It will also connect repositories of conservation information and knowledge, making it easier to find documents, publications, projects, common areas of interests and experts in a thematic area or on a specific issue.

These short to medium term internal systems improvements will be done within the medium to long term vision of working within the Conservation Commons principles - and in line with the founding vision of IUCN - to connect conservation information and knowledge to serve the Union and the conservation movement as a whole. Innovative partnerships with organisations with similar goals and complementary capacities will be sought to strengthen these efforts and to mobilise financial and in-kind resources.

Change management projects

1. Upgrade the ICT infrastructure and support services

An audit of the current ICT systems will be directed by a vision of what it should offer as an integrated system for Local and Wide Area Networks across the Secretariat, the Intranet, websites, databases and other repositories for IUCN knowledge. Server capacity and bandwidth for connectivity will be improved. Standardised policies and procedures will minimise risk and inefficiency. The capacity of the central information management group will be reviewed against a longer-term vision of human resources requirements. The financial model for the ICT backbone will be revised, together with issues such as redundancy and upgrade planning, and software license control. Legal and intellectual property rights requirements will be clarified. Geographic Information Systems (GIS) will be employed and planning will be done for the implementation of innovative technologies such as mobile devices, live services and tools to stimulate collaboration.

2. Improve the IUCN Intranet

An external audit will analyse IUCN’s work processes and existing data/information/knowledge repositories. It will recommend process improvements for greater efficiency and effectiveness, as well as a redesign of the IUCN Intra/Extranet as a user-friendly portal seamlessly integrated with the personnel and financial systems and IUCN websites. Effective content management solutions will be implemented. User training programmes will accompany this development through a system of “training the trainers” – Intra/Extranet champions who have this function as part of their terms of reference. The Intra/Extranet will in the first place serve the Secretariat and Commissions leadership. Certain services will be expanded to include Members’ interests.

3. Develop an integrated Conservation and Management Information System for the Union

The audit of IUCN’s work processes and repositories will also inform the development of a larger Conservation and Management Information System (CMIS), consisting of interlinked, interoperable systems that include the IUCN Intra/Extranet, personnel and financial management systems, the IUCN websites and other conservation information repositories. Effective methods will be explored and applied to increase interoperability between IUCN’s information systems and repositories, including implementing advanced search capacities that can facilitate unstructured searches across the IUCN Intra/Extranet, as well as across all IUCN conservation portals and other repositories (refer also to project 4).

This system can eventually serve the conservation movement as a whole. It will include building and replicating portals on major themes per region, coupled to a GIS approach that is currently being piloted in various forms. An information management community of practice will help to assess progress and alert IUCN to new potentially useful developments.

There's a great big river of data (information) out there. Rather than building dams to try and bottle it all up into discrete little entities, we just give people canoes and compasses.

Pfiser, Dragoon 1995

4. Strengthen technology-enabled publishing

New developments in technology improve the digital accessibility of knowledge products and require a systematic and professional approach to support searching, linking and aggregating published material. These new developments will be actively pursued and assessed to determine their potential in the IUCN context. Partnerships will be sought to maximise potential opportunities for increased access through depository libraries and launching collaborative ventures. Electronic and web-based publishing will be strengthened and the benefits of current systems of open access publishing, such as free online access to published literature, on-line archives and indexing by web search engines, integrated with IUCN's efforts. Searchable PDFs, the use of digital object identifiers (DOIs), XML, print-on-demand, electronic cataloguing and aggregation tools as well as advanced search facilities are some of the systematic and cost-effective approaches that may help facilitate access to IUCN's information and expertise.

5. Transform the IUCN library system to organise information and help preserve institutional memory

The IUCN libraries will be reorganised as one system in line with modern trends to serve as the Secretariat and Commissions' 'knowledge centre', facilitating knowledge flows and acting as the 'heart' that helps to direct the flows of IUCN's information through the organisation. This project will develop as a matter of urgency a classification system in line with the ideal of establishing a more standardised system for the conservation movement, and set metadata standards and authority tools compatible with the Open Access Initiative standards.

In close cooperation with IUCN's publishing service (and the work in project 4) it will also establish and manage a centralised, web-based repository and retrieval system for full text IUCN publications and documents, digitise IUCN's current products as well as critical records and historical archives as part of a larger effort to recapture, retain and make available institutional memory, and manage maps of IUCN's expertise, product repositories and services (project 6). The potential for providing standardised Internet pages of all products for public access will be investigated (project 8).

6. Establish a 'yellow pages' for IUCN expertise, products and services

A well structured on-line database of Secretariat staff and Commission members' expertise, based on a semi-structured classification system or searchable text, will be made available as 'yellow pages' to help connect experts with those in need of information and knowledge. Knowledge products will wherever possible contain references to people with expertise in that field. A database of knowledge services that IUCN offers as well as a map of its repositories will be established to assist in finding information.

7. Increase the number of multilingual products

Innovative partnerships and tools will be sought to enable the cost-effective translation of more publications and documents into the three official IUCN languages, as well as eventually into more local languages. Access to information is often stifled due to the lack of translation from and

into local languages. Unit costs will be reduced by increasing the translation volumes within reliable partnerships with translation firms and by implementing technical solutions for automated translation. Partnerships will also be established with organisations with similar interests in local language translation in order to devise methods to lower the cost of translation through joint efforts.

A strategy will be developed to approach translation services in IUCN systematically and with a particular focus on the needs of regions.

8. *Develop a tool for knowledge capture*

Tools need to be found that can capture *knowledge* effectively rather than information only. For this purpose the potential of cost-effective and popular technologies such as wikis, blogs, k-logs and others will be investigated for use in IUCN's knowledge creation and collaborative work.

The potential will also be explored of implementing a knowledge management tool to organise and collect product information in one space *and* capture related comments - and thus knowledge - rather than only the relevant product information¹⁰. Such a tool can be developed to capture key aspects of the product in a standardised, systematic way, making relevant information and knowledge available for internal use and in part also for web-based external use.

STRATEGIC AREA OF WORK 2: FOSTERING AN ORGANISATIONAL CULTURE THAT VALUES KNOWLEDGE WORKERS AND SUPPORTS KNOWLEDGE MANAGEMENT

Rationale: IUCN's knowledge is rooted in its people, not in ICT systems or documents. Modern knowledge-based organisations *have to have a profound interest in, and understanding of* what motivates its workforce to use systems, to share information, to learn and to apply their acquired knowledge in the development of new knowledge – in other words, to be effective 'knowledge workers'. Today's knowledge management challenge requires the combination of scientific excellence with flexible, interdisciplinary attitudes and approaches, an understanding of how to learn as individuals and teams, and how to work with knowledge for better results. This includes embracing the potential of new technologies to ease workloads and increase efficiency and effectiveness.

Productivity and effectiveness is highly dependent on the strategic fostering of such a workforce and an environment in which they can flourish. This is a challenge that IUCN has to take very seriously in both the Secretariat and Commissions if it is to be successful at its knowledge management efforts.

Approach: New strategies will be needed to manage IUCN's people in tune with its knowledge management needs. This includes conducting studies to improve understanding of the current culture, allocating knowledge management roles and adjusting terms of reference and personnel assessments to make provision for new knowledge management roles; providing incentives and rewarding people for innovative knowledge management work; providing performance drivers that promote knowledge sharing and learning; focusing induction on IUCN as a *knowledge* organisation; and building necessary capacities through formal programmes and mentoring.

¹⁰ Refer to the Product Knowledge Management Tool developed by GTZ., Germany

A TASTE OF THE FUTURE

A Union where.....

- we work in an environment that encourages and recognises knowledge sharing as power - not knowledge hoarding;
- our best specialists and managers are true mentors who transfer their knowledge and nurture the next generation;
- we are recognised by IUCN for good performance in managing our knowledge;
- we have or are able to attend training programmes that help us develop those skills that will make us valuable workers in a ‘knowledge society’;
- we develop internal knowledge management expertise that help us embed it in our work, and move others to tap from our expertise;
- we are regularly informed of internal success stories in knowledge management, and have easy access to good tools and resources that can help us apply good knowledge management practice in our work;
- organisation-wide communities of practice help keep us on the forefront of developments in knowledge management;
- we work in buildings with inspiring workspaces that facilitate informal knowledge sharing and make us more productive.

Change management projects

9. *Improve human resources and management policies, approaches and performance drivers to encourage knowledge capture, sharing, innovation and learning*

IUCN will develop a keen understanding of the requirements of an organisational culture in which knowledge management can flourish, taking cognisance of the diverse environments and cultures in which it operates across its regions. It will become expert at understanding the meaning of knowledge workers in a modern context and will identify those incentives and performance drivers that encourage staff and Commission members to be knowledge workers. A study will be conducted to assess the organisational culture, and potential barriers to knowledge capture, sharing, innovation and learning removed. Incentives programmes that support knowledge management will be implemented. Recruitment policies will include an emphasis on desirable knowledge management skills.

A company is not a machine but a living organism, and, much like an individual, it can have a collective sense of identity and fundamental purpose. This is the organisational equivalent of self knowledge – a shared understanding of what the company stands for, where it’s going, what kind of world it wants to live in, and, most importantly, how it intends to make that world a reality.

Ikujiro Nonaka

A community of practice will assist IUCN in tracking good practices and trends within and outside IUCN related to the nurturing of a supportive organisational culture.

10. *Build and promote internal knowledge management capacities, tools and resources*

Partnerships will be established and financial support obtained to develop knowledge management capacities in IUCN in priority areas and through pilot knowledge management initiatives. Priorities for capacity building will be determined by the needs of staff and Commissions’ leadership. The capacity building initiatives will focus on (i) formal staff training within and outside IUCN, (ii) research that enhance IUCN’s understanding of good practice and theoretical underpinnings, and (iii) the expertise of ‘champions’ with knowledge management responsibilities and roles in the organisation (project11) and who in turn can mentor and train others.

Awareness and understanding of knowledge management need to be created as part of building capacities. This is best done by highlighting practical examples that work. Good practices and case studies will be gathered from within and outside IUCN, drawing on the existing networks of knowledge management experts and practitioners in organisations and companies similar to IUCN. These will be analysed, synthesised and regularly captured in a web-based 'knowledge management Toolbox', together with other useful knowledge management resources. Tools to support knowledge management initiatives will be developed and shared. An electronic newsletter will provide regular updates and highlight experiences and resources. The initiative will be further supported by a community of practice who will assist IUCN in tracking and highlighting good knowledge management practices and trends within and outside the organisation.

Capacity building priorities already identified and which may be a focus in the initial phases are (i) understanding and managing communities of practice in an IUCN context, (ii) implementing new methods of learning and sharing knowledge, such as analytical storytelling, 'future storytelling' and 'after action' reviews; (iii) designing and implementing influencing strategies; and (iv) analysing work processes through a 'knowledge lens'¹¹.

During 2006 the Commission on Education and Communication (CEC) will embark on a process to reorient and enhance its membership to include a larger skills base in knowledge management in support of this change management initiative. If this initiative is successful, their expertise can support the building of knowledge management capacities across all Commissions and the Secretariat.

11. Provide inspiring workspaces

The spaces in which we work are becoming more and more recognised as critical to our productivity and satisfaction at work. A body of knowledge is being developed on how our buildings can enhance interaction between people, improving knowledge sharing and establishing a feeling of wellbeing. IUCN's new headquarters building provides an excellent opportunity to ensure that good practices in building design for a knowledge organisation are incorporated. Regional offices and other new workspaces can be assessed for their potential to be spaces for wellbeing and sharing, and adapted accordingly where possible.

STRATEGIC AREA OF WORK 3: EMBEDDING KNOWLEDGE MANAGEMENT IN ROLES AND WORK PROCESSES

Rationale: Knowledge management practice needs to be developed and strengthened at various organisational levels within IUCN. One of the critical success factors for knowledge management is the extent to which it is embedded as part of the normal work of individuals and teams as they deliver their programmes of work. Knowledge management focuses mostly on improving work processes. It helps people do things better or smarter, increasing individuals' and teams' effectiveness and efficiency. It should not be seen as a separate programme, nor as an additional burden or something separate from normal work.

Approach: Knowledge management is not the responsibility of selected people only, as it touches on everybody's work. Yet certain knowledge management roles and responsibilities have to be allocated in a team or organisational context. Pilot projects based on analysis of current practice are another primary vehicle through which to embed knowledge management in IUCN units and

¹¹ For knowledge related terms, refer to the Knowledge Terms Glossary in the companion document, *Background to the IUCN Knowledge Management Strategy*

component programmes. They will be planned and implemented based on testing novel or good knowledge management practices and can be scaled up if successful.

A TASTE OF THE FUTURE

A Union where.....

- we can learn from a variety of pilot projects that experiment with innovations in knowledge management;
- we understand how to be more effective and efficient by reflecting on how we can improve in the way we work with information and knowledge;
- our vision for, and excellence in knowledge management have significantly increased our grant income and helped us form innovative partnerships;
- team members with specific responsibilities in knowledge management help us to work better and smarter, and make the best use of our knowledge.

Change management projects

12. *Allocate and support knowledge management roles and responsibilities*

The audit of work processes (project 2) will help to reveal the need for specific roles and responsibilities to be allocated to support capacity building and mainstreaming of knowledge management in the Secretariat (and also to a lesser extent in the Commissions). These are usually not new appointments, but rather the reallocation of a relatively small percentage of time to new or streamlined responsibilities. Examples include knowledge analysts, architects, brokers, engineers, facilitators, interrogators, managers and stewards¹².

A network of ‘KM facilitators’ across component programmes and units may for example provide part of their time to help coordinate implementation of specific knowledge management initiatives, while an increased emphasis on extracting and synthesising good practice (project 15) will reflect the need for a team member with that responsibility. Such roles will initially be tailor-made according to programmes’ and units’ interest in knowledge management, but may be scaled up organisation-wide over time. Terms of reference and personnel assessment systems will be adapted for this purpose.

13. *Launch pilot projects*

Tools and good practice guidelines will be made available to guide programme and project teams in analysing their own work processes from a knowledge management perspective, and use these insights to make improvements to current practice. These guidelines and tools will also serve to inform new initiatives. Interested teams will be encouraged to include key elements in funding proposals and in project design. The Leverage Initiatives provide good scope for innovations in knowledge management, which may include for example a portal per theme and/or geographic area; mapping of existing expertise, resources and networks, and identifying gaps; communities of practice with diverse stakeholders; novel approaches to learning and sharing knowledge, and a focus on identifying, capturing and synthesising good practice for use in later interventions (refer to project 15). Pilot projects can also be established to test specific novel approaches, for example in holding more effective workshops for internalising of lessons learnt. Monitoring of experiences and results, and sharing these within IUCN, will help to inform other initiatives.

¹² For explanations of these roles, refer to Annex 2 in the companion document, *Background to the IUCN Knowledge Management Strategy*

14. Embed knowledge management results in programme planning, monitoring and evaluation

Programmes and units will be encouraged and supported to develop and include appropriate knowledge management results (with a particular focus on, and expanding, KRA 6) in annual and intersessional plans. At the same time project and programme monitoring systems and evaluations, as well as strategic reviews will include a stronger focus on knowledge management, coupled to strong feedback loops that will synthesise experiences and good practice for use where relevant in the organisation.

STRATEGIC AREA OF WORK 4: TURNING ACTION INTO KNOWLEDGE INTO ACTION – SHARING AND LEARNING ACROSS ORGANISATIONAL BOUNDARIES

Rationale: An organisation that does not learn from its own and from others' experiences is weak and resource-inefficient. There are many organisational barriers to optimal knowledge creation, sharing and learning in IUCN (in particular across the Secretariat and Commissions as primary contributors to the Global Programme). These include its three 'pillars' or 'DNA strands', each with different make-up, roles and ways of operating; its system of decentralised Secretariat offices located in vastly different cultures and without strong administrative and communications systems linking them to one another; a chronic lack of time to innovate, learn and share as Secretariat staff take on more than they can comfortably do; a lack of cohesive planning to improve horizontal and vertical information and knowledge flows; and until recently a lack of mechanisms to encourage collaboration. Improving knowledge management has excellent potential to allow it to use the strength of the *Union* – to harness its experiences and expertise organisation-wide to produce knowledge and to empower and influence its target audiences in ways that would otherwise not be possible.

Approach: Sharing knowledge, and learning from it in a shared context in order to create new knowledge, is an integral part of being a knowledge worker. This strategic area of work focuses on some of the primary ways in which the Union can mobilise vertical and horizontal

In times of drastic change, it is the learners who inherit the future. The learned usually find themselves equipped to live in a world that no longer exists.

Eric Hoffer

knowledge flows across its organisational components and learn from its experience. It focuses on mechanisms and opportunities for collaborative programming; generating, capturing and learning from good practice; and making this knowledge accessible for use in future interventions. It devises methods to preserve explicit and tacit knowledge when people leave.

A TASTE OF THE FUTURE

A Union where.....

- we capture, synthesise and share tacit knowledge, good practice and policy lessons systematically across the Union in a way that makes them easy to retrieve and re-use;
- we analyse evaluation lessons to help identify and synthesise good practice and policy lessons across interventions;
- we build up a body of easily accessible, filtered knowledge on specific issues without being flooded by too much information;
- we learn, create and share knowledge through multiple communities of practice spanning regions, programmes, projects, the Secretariat, Commissions, Members and partners in key areas of programmatic work and in the support services.

It also aims to create better feedback loops for using evaluation knowledge, and mobilising communities of practice across the Union far more intensively. In a globalised world driven by technological advances, ‘communities of practice’ or ‘knowledge networks’ are increasingly becoming indispensable mechanisms for this sharing and learning across organisational boundaries.

Change management projects

Project 15: Synthesise, capture and use good practice and policy lessons

This initiative will help to translate action to knowledge and back to action for policy influence or for use in the field. This will diminish the need for often last-minute scrambling to gather facts and experiences when good practices need to be collected, a case for conservation needs to be made or policy positions developed.

Projects and programmes will focus on identifying and capturing good practice and potential policy lessons on specific issues or themes in explicit form. Ideally good practices and policy lessons documented in specific initiatives should be compared to other similar initiatives to build a body of knowledge that can inform future interventions. Extracting and synthesising good practice and policy lessons from across field experiences will therefore be enhanced by the following (the current Leverage Initiatives provide major scope for this approach):

- (i) joint design of a larger initiative by Secretariat, Commissions, Members and/or partner participants, with projects structured to optimise opportunities for comparison, integration and synthesis;
- (ii) face to face meetings that encourage analysis during and after execution of Programme components;
- (iii) the use of the product ICT tool that captures experiences and good practice in an organised manner for easy retrieval; and
- (iv) allocating the role of analysis and synthesis within a project to a team member who, together with representatives from other teams engaged in similar work, can synthesise experiences at a higher level.

At the same time evaluation procedures will be strengthened and stronger feedback loops created to extract, synthesise and capture good practice and policy lessons for the same purpose.

The role of the CEC World Conservation Learning Network (WCLN) and learning oriented initiatives such as PALNet needs to be explored in the context of this project. Good practice and policy lessons can be synthesised to inform learning modules as value-adding products from programmes and cross-cutting initiatives.

Project 16: Mobilise and support communities of practice

IUCN has many communities of practice or ‘knowledge networks’, the most formal and well established of which are the six Commissions and their Specialist Groups. This project will focus on stimulating the growth of different types of networks¹³ in order to facilitate sharing and learning across organisational boundaries within specific themes or priority issues, at the same time deepening understanding of their role in IUCN and what is needed to bring the most benefit to the organisation. Selected new and existing networks will be part of the effort. Effective tools will be made available for the management and facilitation of interaction and collaborative work (refer also to project 1). Many readily available, often open source solutions exist for this purpose.

¹³ For a typology of knowledge networks refer to Waddell, S. (2005). *Societal learning and change. How governments, business and civil society are creating solutions to complex multi-stakeholder problems*. Sheffield: Greenleaf Publishing Ltd. p 136. Available in the IUCN Library.

Looking beyond its own Members, Commissions and Secretariat, IUCN will undertake a review to identify other key knowledge networks pertinent to its mission. It will audit its own participation in and contribution to these networks and, where appropriate, identify and implement measures to enhance knowledge flows through and between these networks and its own knowledge systems.

The project will also build capacity in the Commissions and Secretariat to understand how to manage and operate different networks for best results. Lessons from elsewhere will be synthesised and own experiences monitored and analysed to build up a body of knowledge on good management practices for such networks (projects 10, 15).

Sharing knowledge is not about giving people something, or getting something from them. That is valid only for information sharing. Sharing knowledge occurs when people are genuinely interested in helping one another to develop new capacities for action; it is about learning processes.

Peter Senge

Project 17: Preserve institutional memory and tacit knowledge

Rapid staff turnover, weak efforts to share documents and strong incentives to repackage old knowledge keep IUCN from learning from the past. Better ways of preserving institutional memory and especially retaining tacit knowledge will be developed to enable projects and products to learn from past and other experiences. Ongoing working sessions with key people, innovative debriefing and transfer procedures for outgoing staff, mentoring programmes and standardised, co-ordinated archiving approaches across the Secretariat and Commissions will be implemented (refer also to project 5 for retention of explicit knowledge).

STRATEGIC AREA OF WORK 5: STRENGTHEN IUCN'S KNOWLEDGE FOR GREATER IMPACT

Rationale: The diagnosis of IUCN's current knowledge management practices has shown that there is not enough cross-cutting synthesis of the Union's knowledge. The fruits of IUCN's broad experience are not harvested well enough. Knowledge work is often ad hoc, scattered and supply- or short-term demand-driven, weakening potential influence and impact on a larger scale. The focus is too often only on producing knowledge products for general audiences, for specific events or to satisfy donors, without longer-term systematic and effective targeting for significant change.

IUCN's credibility is also questioned in some quarters when the scientific quality of its knowledge products and services appears to slip. The capacity of Commissions to embrace new forms of knowledge and modes of analysis is not always clear. Content management standards and guidelines for knowledge capture systems are inadequate, leading to a lack of trust in the existing knowledge base. For example, peer review procedures are not clear and consistent enough; in the Union's constantly growing output of grey literature, it is not always clear what quality checks have been done. IUCN has furthermore paid scant attention to value-adding products and services that might also in some cases merit financial benefits for the organisation.

Change Management Projects

Project 18: Safeguard a reputation for quality and cutting edge work

To ensure the quality and credibility of its knowledge, IUCN will analyse current practices in its knowledge creation to identify ways to define quality, enhance quality and streamline peer review systems based on innovative approaches to the definition and use of peers. Policies and guidelines to improve publishing are being drafted and will be implemented. At a different level,

IUCN will ensure the development of its systems and processes in line with international best practice standards. Recruitment policies for staff and Commission members will also be analysed to determine their role in fostering IUCN's reputation for quality, and adapted if necessary.

At the same time IUCN will increase its efforts to draw from cutting edge expertise. This will require a strategy that could include incentives for creating cutting edge products. It will determine the value of mobilising and expanding networks of academic and research institutions for this purpose, drawing from the experiences of networks in IUCN that already work in this direction. At present contacts are mostly at an individual level through the Commissions rather than at organisational level, but the networks being established by the WCLN provide new scope for organisational collaboration.

A TASTE OF THE FUTURE

A Union where....

- our publications are carefully targeted towards key stakeholders, sought after by highly regarded knowledge repositories, and printed on demand;
- we can take pride in the quality of our knowledge processes and products, and decision-makers turn more frequently to IUCN when they want authoritative information on conservation;
- we are able to identify what constitutes flagship products and services at national, regional and global level - and undertake to work vigorously and mobilise resources to make them successful;
- we mobilise expertise in emerging areas in time to have critical knowledge when it is needed;
- we establish new partnerships with academic and research centres that help ensure that we produce cutting edge knowledge;
- we have in place legal and intellectual property frameworks that protect our intangible assets, yet enable us to remain committed to open access to information.

Project 19: Identify and develop flagship products

As part of its ongoing Programme, IUCN will focus on the purposeful development in priority areas of those capacities and systems at national, regional and global levels that can help it to produce more 'advanced' and 'innovation' knowledge¹⁴; and support systems that can amplify the impact of this knowledge. It will establish criteria for 'flagship' products and give them priority for support. These capacities and systems will be dependent on (i) how well we can accurately predict emerging and critical areas of work towards major change; (ii) manage knowledge flows horizontally and vertically across the organisation in order to pull together appropriate knowledge for greater effect; (iii) jointly design projects for comparative purposes; (iv) make early decisions on commitment and strategies that will enable the effective capture, storage and sharing of such knowledge; and (v) establish a system to integrate, analyse and synthesise to maximise its value and accessibility.

IUCN will ensure that its flagship knowledge products are available in a manner that will best serve the conservation community. It will support the development of systems that amplify the value and accessibility of knowledge products. Efforts already under way focus on SIS, PALNet, WDPA and ECOLEX. Determining demand and needs among clearly defined target audiences, improving management systems and ensuring technical as well as content synergies and

¹⁴ See Annex 1 in the companion document, *Background to the IUCN Knowledge Management Strategy* for definitions of these concepts.

integration where appropriate will be foci in order to accelerate the development of high quality knowledge products. There are also other impressive resources in repositories across the Union that may be developed into major knowledge products at regional level, for example. Reflecting the priority it gives to these initiatives, IUCN will establish and coordinate effective partnerships and management systems to deliver them if it lacks the financial resources and technological infrastructure itself.

Project 20: Create value-adding knowledge products and services

IUCN has highly valued intellectual capital that can be used to provide value-adding products and services to target audiences and other potential clients. The full potential of adding products and services to the value chain need to be explored, following among others the examples of SIS based on the Red List and the WCLN WANI e-learning course. In this context careful consideration will be given to the potential of innovative approaches to the commercialisation of some of the knowledge products and services - for example modes of membership for non-IUCN audiences that provide access to synthesis products or unique services - to generate additional income for IUCN.

At present IUCN recovers cost on publications, offers consultancy services through some of the Commissions and provides several training courses. With a stronger focus on this area, legal requirements as well as intellectual property rights will receive greater attention in IUCN. Policies will be established and guidelines provided.

STRATEGIC AREA OF WORK 6: ENHANCE CAPACITIES TO SERVE AND INFLUENCE TARGET AUDIENCES

Rationale: While it is building influence in some sectors, IUCN is in danger of losing it in others, due partly to a lack of focus and inadequate harnessing of resources across the Union to address key areas in a concerted manner. There are not enough purposeful and politically astute efforts to identify what would constitute real change, coupled to efforts to mobilise and share knowledge accordingly in a strategic, systematic and structured way – in particular by taking full advantage of the full range of work that the Secretariat, Commissions and Members are doing, and integrating it accordingly.

A TASTE OF THE FUTURE.....

A Union where....

- we are more deliberate and strategic and therefore more effective in how we influence policy-and decision-makers;
- we approach our efforts to influence the world by identifying first the critical changes we want, and then planning and working systematically to achieve that change – with flexibility, learning and adapting while doing;
- we engage in collaborative processes that help us to understand what powerful decision-makers in other sectors need, and work together towards deep global change.

Approach: Improving internal systems and streamlining knowledge creation, sharing and learning within the Secretariat and Commissions are not enough. Knowledge management needs to bring innovations and add value to what it delivers to IUCN's target audiences. It has to increase IUCN's ability to influence and empower its target audiences. Two very specific methods are proposed: (i) influencing strategies to increase its effectiveness in producing knowledge that is

in demand; and (ii) using a societal learning and change framework, which creates and uses rich cross-sectoral relationships in communities of practice to enable deep change in society.

Change Management Projects:

Project 21: Deepen relationships for effective communication and engagement with partners and target audiences

The Union's knowledge management strategy needs to be harmonised with a separate communications strategy. Communication is an essential part of knowledge management, aiming to determine and increase the effectiveness and efficiency with which IUCN's knowledge reaches its target audiences. As it reviews its existing knowledge flows and networks, IUCN will be assessing the ways in which its knowledge reaches the world's societies from local to global levels, and how that knowledge can be better targeted. The expertise of the Commission on Education and Communication (CEC) will be mobilised to help build capacity in this area. IUCN will also analyse its multiple relationships with organisations of all kinds and scales around the world, assessing how to optimise knowledge flows with them and whether more systematic relationship management would be fruitful. Knowledge management tools that can support relationship management will be investigated and acquired as appropriate.

Project 22: Focus on influencing strategies

In a world that is becoming increasingly competitive, IUCN's voice may not be heard, especially if approaches to influencing decision- and policy makers are not strategic, focused or targeted enough, and if the target audiences work in unfamiliar domains. IUCN will therefore adopt an *issue-driven influencing strategy* approach when planning and executing its interventions. These demand that the process of planning *starts* with the identification of the required outcomes, then of those key leverage points that have to be influenced to achieve these outcomes. This will then determine how this will be done and what knowledge will be needed for this purpose. Only then will a decision be taken on what knowledge to create.

This approach will increase the relevance and effectiveness of targeting of IUCN's knowledge products and will guide IUCN to be thoughtful and focused about those changes it wants to see at national, regional and global levels. A body of knowledge in this field is available, and together with studies on specific organisations it will be used to build the capacities of programmes in this approach.

Project 23: Create deep societal and global change

As it assesses how the world can best learn from its knowledge networks or communities of practice, IUCN will foster a broader view of such networks and the roles that they play in society. Recognising the deeply political nature of knowledge, it will analyse and establish how to build these networks within frameworks of societal learning and change and related processes. In these frameworks, knowledge networks are formed and rich relationships created that bridge large differences between government, business, community-based organisations and the environmental movement, while working towards large-scale change. Much of the Union's knowledge management must ultimately contribute to such 'third order' processes that change these sectors' beliefs and behaviour, and fundamentally shift mindsets and paradigms in the struggle for a just world that values and conserves nature.

Actions to build new knowledge networks (communities of practice) will address the implications of this challenge, analysing how best to use knowledge to increase influence and achieve real deep change in relations between people and nature from local to global scales.

6. GUIDANCE ON IMPLEMENTATION

This section of the document highlights basic implementation principles, an organisational structure to drive the first stages of implementation, a brief roadmap for the seven years of implementation. Draft results for progression from Level 2 to 5 of the Knowledge Management Maturity Model (summary in Annex 1) over this period are attached in Annex 2. A comprehensive monitoring and evaluation framework is being designed. Where required, detailed Action Plans will be provided in separate documents per strategic area of work.

6.1. Principles and approaches

Phased implementation over two intersessional periods

IUCN is a complex organisation. While there is a risk of losing focus by pretending to tackle knowledge management from all possible angles, a holistic approach is necessary for real organisational change. There is also the risk of losing credibility if the benefits of knowledge management are not tangible. This will be addressed in two ways:

- Knowledge management benefits will be demonstrated through small examples of good practice – so-called ‘rapid results’ or ‘quick win’ initiatives.
- The strategy covers a period of two intersessional periods, using a phased approach consisting of four phases. The first two phases, spread over nearly three years (Nov 2005 - Aug 2008), will build on rapid results initiatives, learning from pilot projects and “small beginnings” with major initiatives before scaling up in two phases over the following four years (Sept 2008 - Aug 2012). Progress will be evaluated at the end of each phase.

Clear allocation of knowledge management roles and responsibilities

The knowledge management responsibilities of each component of the Union, as well as of individual posts, have to be clarified. It will be particularly important to establish individual roles and responsibilities across the Secretariat to facilitate the implementation of the strategy, and these allocations will follow on the audit of its work processes. The roles could include knowledge analysts, knowledge architects, knowledge brokers, knowledge engineers, knowledge facilitators, knowledge interrogators, knowledge managers, knowledge owners and knowledge stewards¹⁵.

Such newly defined roles and responsibilities will be built into terms of reference and supported by adequate human and financial resources.

Recognition of the value of diversity within streamlined, coherent systems

IUCN is an organisation working at several levels and spread throughout different countries. It is therefore of paramount importance to encourage diversity and the creative tensions that it brings, while streamlining systems for optimal efficiency and organisational coherence. Processes will build on synergies and only seek conformity when this will increase effectiveness and efficiency. Recognition of the value of diversity will also be reflected in the membership of knowledge management project committees (see below).

¹⁵ For definitions refer to Annex 1 in the companion document, Background to the IUCN Knowledge Management Strategy

Continuous learning and innovation

An organisation like IUCN runs the risk of becoming too self-dependent. Core capabilities in an organisation may become core rigidities. IUCN must actively scan the environment for new sources of innovation as it implements the strategy. Knowledge management initiatives as well as the implementation process will be guided to learn from and build on the many examples of good practice already in existence within and outside the organisation.

For this purpose case study analyses, tools and guidelines will be made available in a coordinated and systematic way, and enriched by the experiences of communities of practice.

‘Top-down’ and ‘bottom-up’ initiatives

The implementation of pilot projects and improvements to knowledge management processes will be based on a ‘bottom-up’ approach, driven by the initiative, interest and capacities of teams and individuals. This will be complemented by ‘top-down’ initiatives aimed at fostering an enabling environment and effective systems for knowledge management.

The Secretariat as the ‘knowledge centre’ of the Union

In this strategy the Secretariat has been positioned as the ‘knowledge centre’ of IUCN - with the library system as a knowledge centre within the Secretariat. As a knowledge centre it strives to take responsibility for coordinating, facilitating and strategically directing knowledge initiatives and harnessing knowledge from across the Union, rather than acting alone or in competition with Members.

Systematic implementation with common elements

Detailed action plans now need to be developed for each of the strategic areas of work and individual change management projects as appropriate. It is not feasible or desirable to propose a common approach, but the following will be encouraged as good management practice. They will help to build new work on earlier knowledge; improve by doing, measuring progress and sharing experiences; ensure appropriate standards and legal requirements; embed knowledge management in systems and processes; support novel ideas and monitor the potential for scaling up:

- Assess the current situation;
- Scan within and outside IUCN for good practices, reasons for success and best practice standards, and draw from experts for good design and implementation;
- Develop a results-based plan for resource negotiation and that can be the basis for capturing lessons as the project unfolds;
- Establish policies, standards, legal requirements and intellectual property rights;
- Build capacities to execute the project and embed knowledge management skills in the organisation;
- Implement, assess progress and adapt using various learning approaches;
- Continue aligning the Strategy with IUCN’s strategic objectives and policies;
- Cultivate a community of practice to share and continue supporting the project;
- Be prepared - and find mechanisms - to share lessons and experiences with others, including contributing to the knowledge management toolkit and communities of practice.

6.2. Organisational arrangements

Without clear responsibilities for the coordination and implementation of the strategy, the knowledge management change initiative will not be successful. A structure is proposed here

which may need adaptation once a detailed audit of work processes aimed at informing the information management system design has been done.

Coordination and strategic direction

The implementation of the knowledge management strategy will be driven by a *full-time coordinator* (in other organisations called the ‘chief knowledge officer’ (CKO), ‘knowledge manager’, ‘knowledge sharing coordinator’, etc.), supported by a small ‘knowledge management team’ drawn from different parts of the organisation. Ideally the incumbent in the coordinating position should be a trusted person drawn from the ranks of the organisation.

The position is not essential, although the functions remain. An **alternative solution** in a situation of limited resources may be the appointment of a coordinating committee spanning the three IUCN Secretariat directorates at the highest level. This *Knowledge Management Steering Committee* will consist of the three Global Directors who will meet regularly to monitor and advise on progress; ensure synergy in implementation initiatives and align strategic directions across organisational strategies, and identify areas for attention and value addition in line with the strategic functions of a Chief Knowledge Officer.

Knowledge Management Project Teams

It is well accepted practice in organisations to have a team for the implementation of each knowledge management project. The Knowledge Management Steering Committee may be supported by *individual champions* who can drive specific change projects. In other cases a small 2-3 person *Knowledge Management Project Team* will be constituted per change project or key area of work, with members with appropriate expertise and enthusiasm drawn from various parts and levels of the Secretariat, with inclusion of Commission members and Members as relevant. Larger teams may serve larger projects, for example in information management, where management and technical steering committees may be constituted.

Expert input

The Steering Committee and Project Teams, and any related knowledge management pilot projects, will be supported by individual ‘*knowledge management champions*’ with a particular interest in elements of the strategy. They may be drawn from within IUCN, or from outside. Good contacts with external practitioners and experts have been established, and they may volunteer or be contracted to support some of the projects. They may serve as reviewers of the literature in order to be sources of expertise on good practice, for example in organisational learning, communities of practice, influencing strategies, usability testing, success factors for knowledge management strategy implementation and others. They may help to moderate communities of practice – often of interest to younger people. Processes will be put in place to use these champions as advisors and guides and to recognise these roles and their contributions within the organisation.

Other knowledge management roles

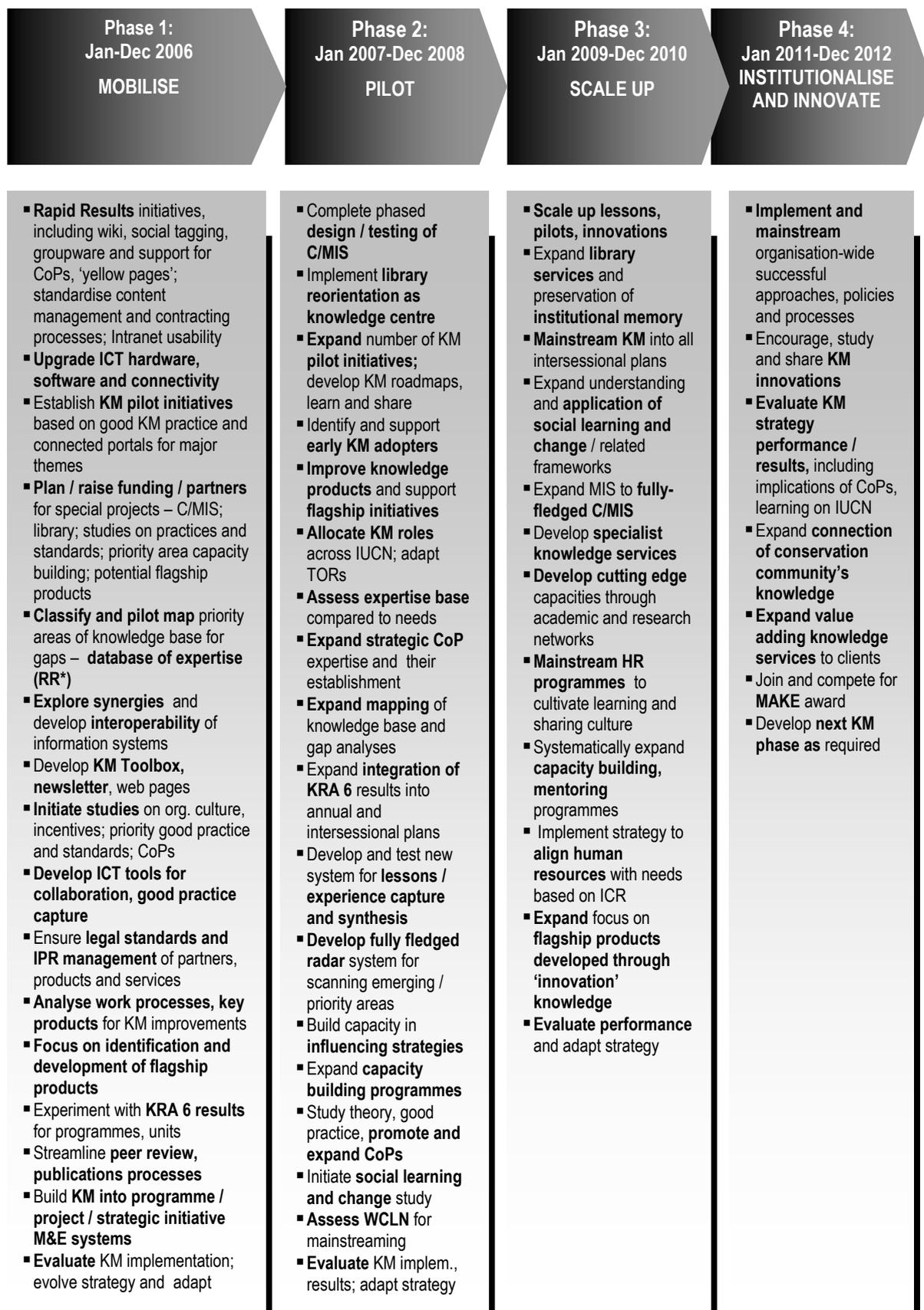
Specific knowledge management roles (section 6.1) will be allocated across the Secretariat and Commissions as essential components of staff and Commission members’ responsibilities in their daily work. The audit of work processes is likely to propose structural changes and should assist in identifying the required knowledge management roles and responsibilities.

Communities of practice

Communities of practice on knowledge management and more defined elements of knowledge management will be used to support specific change projects. These communities of practice may also include external practitioners and experts.

CHANGE MANAGEMENT PROJECTS	PROPOSED LEAD DIRECTOR
Strategic Area of Work: Improve access to IUCN's information and knowledge	
<ol style="list-style-type: none"> 1. Upgrade the ICT infrastructure and support services 2. Improve the IUCN Intranet 3. Develop an integrated Conservation and Management Information System 4. Strengthen technology-enabled publishing 5. Transform the IUCN library system 6. Establish a 'yellow pages' of IUCN expertise, product repositories and services 7. Increase the number of multilingual products 8. Develop instruments to capture knowledge 	<p>DGO DGO DGO DGS DGS DGO/P DGS DGP</p>
Strategic Area of Work 2: Foster an organisational culture that values knowledge workers and encourages knowledge management	
<ol style="list-style-type: none"> 9. Improve human resources and management policies, approaches and performance drivers to encourage knowledge management 10. Build and promote internal knowledge management capacities, tools and resources 11. Provide inspiring workspaces 	<p>DGO DGS DGO</p>
Strategic Area of Work 3: Embed knowledge management in roles and work processes	
<ol style="list-style-type: none"> 12. Allocate and support knowledge management roles and responsibilities 13. Launch pilot initiatives based on work process analysis 14. Embed knowledge management results in programme planning, monitoring and evaluation 	<p>DGO DGP DGP</p>
Strategic Area of Work 4: Turn action into knowledge into action – sharing, learning and creating across organisational boundaries	
<ol style="list-style-type: none"> 15. Synthesise, capture and use good practice and policy lessons 16. Mobilise and support communities of practice 17. Preserve institutional memory and tacit knowledge 	<p>DGP DGS DGO/P</p>
Strategic Area of Work 5: Strengthen IUCN's knowledge base for greater impact	
<ol style="list-style-type: none"> 18. Safeguard a reputation for quality and cutting edge work 19. Identify and develop flagship products 20. Create value-adding knowledge products and services 	<p>DGP DGP DGP/S</p>
Strategic Area of Work 6: Enhance capacities to serve and influence target audiences	
<ol style="list-style-type: none"> 21. Deepen relationships for effective communication and engagement with partners and target audiences 22. Focus on influencing strategies 23. Create deep societal and global change 	<p>DGS DGP/S DGP</p>

6.3. Roadmap for strategy implementation



“In dealing with IUCN, one must always bear in mind that there never has been, and undoubtedly never will be, any other human organisation even remotely resembling it. Its peculiarities, subtleties and complexities are sometimes mind-boggling.”

EM Nicholson, quoted by M Holdgate in The Green Web, 1999

ANNEX 1: SUMMARY OF KNOWLEDGE MANAGEMENT MATURITY MODEL¹⁶

	Level 2: Reactive; ad hoc	Level 3: Aware	Level 4: Convinced	Level 5: Sharing; innovating
Knowledge base	<ul style="list-style-type: none"> Ad hoc, fragmented 	<ul style="list-style-type: none"> Structured/organised. Standardised. 	<ul style="list-style-type: none"> Integrated, accessible, visible Systematic analysis and synthesis across organisational boundaries* 	<p>Seamless learning, sharing across organisational boundaries, including key stakeholders</p> <p>Continuous improvement using knowledge management</p> <p>Evidence-based KM decision-making</p> <p>Strategic management of knowledge base</p> <p>Processes to identify, create, acquire, preserve, share and use knowledge managed in integrated manner, based on real needs as drivers for approaches and strategies*</p> <p>Continuous innovation as recognised knowledge leader</p>
Technology	<ul style="list-style-type: none"> Rudimentary, unconnected 	<ul style="list-style-type: none"> Intranet, collaborative tools and repositories exist, but are underutilised. 	<ul style="list-style-type: none"> Interoperable, used. Effective virtual teamwork, learning and sharing possible. 	
Learning	<ul style="list-style-type: none"> Ad hoc 	<ul style="list-style-type: none"> Some formal courses; some mentoring. Internal learning networks form. 	<ul style="list-style-type: none"> Needs-driven capacity building. Mentoring culture. Diversity of active communities of practice; may include key external stakeholders*. 	
Mainstreaming of KM	<ul style="list-style-type: none"> Some awareness 	<ul style="list-style-type: none"> Structured KM group. Dedicated HR, roles. Staff TORs adapted. KM embedded in planning, M&E systems. KM strategy implementation monitored* 	<ul style="list-style-type: none"> KM measured. Clear benefits emerge. 	
KM processes	<ul style="list-style-type: none"> Limited KM focus Knowledge identification, creation, preservation and sharing ad hoc, unfocused, driven by supply and short-term demand* 	<ul style="list-style-type: none"> Pilot projects Processes to identify, create, acquire, preserve and share knowledge driven by demand and (agenda-setting) need* 	<ul style="list-style-type: none"> Scaled up organisation-wide Deliberate, integrated process planning for best knowledge use internally and externally* 	

¹⁶ For details refer to the companion document, *Background to the IUCN Knowledge Management Strategy*, Dec 2005

ANNEX 2: DRAFT INDICATIVE RESULTS FOR PHASED PROGRESSION FROM KMMM LEVEL 2 TO 5 - PER STRATEGIC AREA OF WORK

Results towards level 3 Jan-Dec 2006	Results and outcomes at level 3 2007-2008	Results and outcomes at level 4 2009-2010	Outcomes at level 5 2011-2012
STRATEGIC AREA OF WORK 1: IMPROVING ACCESS TO INFORMATION AND KNOWLEDGE			
<ul style="list-style-type: none"> ▪ IUCN leadership clearly committed to knowledge management strategy implementation ▪ Server capacities, connectivity and bandwidth and related services adequate to support effective CMIS ▪ New technologies and trends in ICT environment assessed for potential application in IUCN ▪ Strategy implemented to ensure adequate and appropriate human resource capacities for development and maintenance of organisation-wide information management architecture (hardware, connectivity, software) ▪ Streamlined and improved information architecture management, legal, IPR, financing, in/outsourcing and content management policies and procedures ▪ IUCN Intranet improved in critical areas (in interim until improved Intranet is integrated into C/MIS) ▪ Process- and user-focused integrated C/MIS designed and development initiated ▪ C/MIS construction resourced 	<ul style="list-style-type: none"> ▪ IUCN leadership clearly committed to knowledge management strategy implementation ▪ KM change management projects benefit from being a leadership priority ▪ Information and communications systems development as well as publishing informed by new technologies and trends ▪ Adequate and appropriate human resource capacities to support development and maintenance of organisation-wide information management architecture ▪ Systems (Intranet / websites / later CMIS) content capture and management defined, coordinated and standardised ▪ Standardised approaches organisation-wide w.r.t. information architecture management, financing, contracting, and in/outsourcing ▪ Well managed intellectual property ▪ Integrity of captured information high ▪ Process and user-driven Intranet in line with MIS requirements ▪ Process- and user-focused, GIS-enabled MIS in place and populated 	<ul style="list-style-type: none"> ▪ IUCN leadership clearly committed to improved knowledge management strategy implementation ▪ KM change management projects benefit from being a leadership priority ▪ Efficient support service for development and maintenance of information management architecture ▪ Information systems architecture and content managed in line with international best practices and standards ▪ Quality, currency and utility of knowledge in systems are high ▪ Physical technology and content architectures for effective information and knowledge capture and sharing within Secretariat and Commissions are seamless and effective ▪ CMIS developed so that physical technology and content architectures aimed at effectively increasing the external use of IUCN's conservation information and knowledge are in place ▪ Increased efficiency among staff and Commissions' leadership in finding information and knowledge ▪ IUCN publications readily accessible ▪ Publishing unit costs decreasing ▪ Increased access to institutional memory 	<ul style="list-style-type: none"> ▪ IUCN policies and strategies recognise and direct continuously improving knowledge management ▪ Information systems architecture and content management sets standards for international best practice ▪ Significant part of conservation knowledge base connected, readily accessible and efficiently searchable

Results towards level 3 Jan-Dec 2006	Results and outcomes at level 3 2007-2008	Results and outcomes at level 4 2009-2010	Outcomes at level 5 2011-2012
STRATEGIC AREA OF WORK 1: IMPROVING ACCESS TO INFORMATION AND KNOWLEDGE			
<ul style="list-style-type: none"> ▪ Knowledge products / knowledge repositories increasingly connected and accessible ▪ Technologies and partnerships acquired to support digitisation and better access to publications ▪ Improvement in organisation of IUCN's knowledge base ▪ Expertise database of staff and Commissions ▪ More cost-effective translation services 	<ul style="list-style-type: none"> ▪ Knowledge products / knowledge repositories increasingly connected and accessible ▪ Key archival and new publications electronically accessible and efficiently searchable ▪ Improved organisation of IUCN's knowledge base drives its increasingly strategic management ▪ Priority knowledge resources, services and flows mapped according to need and application ▪ Improved access to IUCN knowledge products in three official languages ▪ Cost-effective production of translated knowledge products 	<ul style="list-style-type: none"> ▪ High level of synchronisation between knowledge entering repositories in organised manner, and their use – content grows where demand is greatest ▪ IUCN knowledge products accessed in increasing number of languages 	

Results towards level 3 2006	Results and outcomes at level 3 2007-2008	Results and outcomes at level 4 2009-2010	Outcomes at level 5 2011-2012
STRATEGIC AREA OF WORK 2: FOSTER AN ENABLING ORGANISATIONAL CULTURE			
<ul style="list-style-type: none"> ▪ Improved understanding in HRMG and among senior management of how to develop an organisational culture that fosters knowledge management in the Secretariat and Commissions ▪ Induction programme reflects IUCN's focus on knowledge ▪ KM capacities built at HQ and regional and country offices through newsletter, KM Toolbox and seminar and workshop series ▪ Body of knowledge collected on internal and external experiences, case studies and good practice in priority areas of KM ▪ Extensive capacity building pilot programmes in priority areas designed for partnership and fundraising ▪ Awareness and understanding in Secretariat of importance to productivity and knowledge sharing of inspiring workspaces 	<ul style="list-style-type: none"> ▪ Incentives and performance drivers for improved knowledge management in place in the Secretariat and Commissions ▪ Learning and knowledge sharing intensifies across boundaries as barriers are removed and incentives provided ▪ Growing body of knowledge on good KM practices within and outside Secretariat informs IUCN knowledge management initiatives ▪ Increased understanding in the Secretariat and among Commissions' leadership of knowledge management and its value in work processes, products and services ▪ Enhanced capacities in the Secretariat and Commissions' leadership to be 'knowledge workers' within the frame of the KM strategy ▪ Secretariat offices incorporate where possible principles of good design for productivity and knowledge sharing 	<ul style="list-style-type: none"> ▪ An organisational culture widely acknowledged as promoting learning and knowledge sharing ▪ Formal, needs-driven Secretariat wide capacity building programmes in KM and other fields become part of IUCN approaches to developing knowledge workers ▪ Increased tacit knowledge sharing within Secretariat headquarters, regional and country offices 	<ul style="list-style-type: none"> ▪ Learning and knowledge sharing across organisational barriers are part of the organisational culture ▪ Greater efficiency and effectiveness in achieving IUCN's mission through improved knowledge management capacities and approaches

Results towards level 3 2006	Results and outcomes at level 3 2007-2008	Results and outcomes at level 4 2009-2010	Outcomes at level 5 2011-2012
STRATEGIC AREA OF WORK 3: EMBED KNOWLEDGE MANAGEMENT IN ROLES AND WORK PROCESSES			
<ul style="list-style-type: none"> ▪ KM roles and responsibilities allocation process informed by work process audit , KM strategy and programme/unit planning ▪ CEC membership constitution reoriented to provide KM support to the Secretariat and other Commissions ▪ Current work processes and KM practices analysed for efficiency and effectiveness among interested programmes, projects, units and Commissions ▪ KM pilot projects launched to test KM approaches and improvements, where possible in integrated manner ▪ Growing number of programmes, Commissions and units with new KM results (esp. KRA6) in their intersessional and annual plans ▪ Growing number of funding proposals with strong KM components ▪ Monitoring and evaluation systems recognise improved KM practices as important component 	<ul style="list-style-type: none"> ▪ Improvements in processes, behaviour and attitudes among staff and Commission members based on the work of CEC and those in new KM roles ▪ Growing number of KM pilot projects based on internal and external experiences and innovations ▪ Pilot projects and initiatives with strong KM components monitored and analysed for scalability ▪ Case studies and lessons from pilot projects captured, synthesised and communicated ▪ Body of knowledge on internal KM experiences and good KM practices readily accessible and used ▪ Integrated approach to managing the 'KM lifecycle' starting to take root ▪ KM recognised across programmes, units and commissions as essential focus in planning and fundraising ▪ KM trends are monitored and KM performance assessed in projects, programmes, units and across the Secretariat and Commissions 	<ul style="list-style-type: none"> ▪ Well defined, dedicated KM roles for coordinating and mainstreaming KM elements exist across the Secretariat and Commissions ▪ Demonstration of benefits following from new KM roles and responsibilities ▪ Lessons from pilot projects used to inform organisation-wide scaling-up of improved KM practices ▪ Mainstreaming of integrated approach to managing KM processes ▪ IUCN programming improved through improved KM practices ▪ Increasing income due to IUCN KM focus in plans, activities and proposals ▪ KM practices across the Secretariat and Commissions improved as result of evaluation feedback ▪ Monitoring and evaluation lessons and trends analyses inform KM decision-making ▪ KM benefits are recognised, with a clear link between improved KM processes and results 	<ul style="list-style-type: none"> ▪ Improved KM practices mainstreamed across the Secretariat (and Commissions where relevant) ▪ Streamlined processes for leveraging new ideas for mission achievement, based on strong networks ▪ Continuous improvement in knowledge management practices ▪ KM decisions taken on basis of return on investment

Results towards level 3 2006	Results and outcomes at level 3 2007-2008	Results and outcomes at level 4 2009-2010	Outcomes at level 5 2011-2012
STRATEGIC AREA OF WORK 4: KNOWLEDGE SHARING AND LEARNING ACROSS ORGANISATIONAL BOUNDARIES			
<ul style="list-style-type: none"> ▪ Body of knowledge gathered on how organisations identify and capture good conservation practice and policy lessons ▪ System (roles, processes, ICT tool) established to facilitate capture, analysis, synthesis and sharing of good practices and policy lessons from field experience ▪ Pilot projects launched that apply this system for analysis, synthesis, capture and sharing of good practices and policy lessons ▪ Increasing number of projects and initiatives designed across organisational boundaries for comparative and synthesis purposes ▪ Body of knowledge available and shared on nature, role, experiences and management of communities of practice (CoPs) – within and outside IUCN ▪ Environments supporting virtual teamwork and communities of practice across organisational boundaries are available ▪ Methods explored to capture institutional knowledge - and not just information - in particular area or for particular project ▪ Innovations in debriefing of staff explored 	<ul style="list-style-type: none"> ▪ Increasing number of participants in piloting good practices / policy lessons system ▪ Good practices and policy lessons in conservation are regularly synthesised and made available across organisational boundaries ▪ Body of knowledge on good practice and policy lessons is built up and used in priority areas of conservation ▪ Pilot projects for establishing and sharing good practices and policy lessons are monitored and analysed for scalability ▪ Communities of practice in priority areas increasing in number and effectiveness, supported by dedicated animators ▪ Integrated working environment exists that supports virtual teamwork and communities of practice ▪ Explicit knowledge on priority products or topics captured - in addition to relevant information ▪ Knowledge content (on information and knowledge capture tools) enhanced by pointers to people with relevant expertise ▪ Secretariat-wide debriefing methods implemented Staff exchange programmes initiated on pilot scale ▪ Mentoring programmes established and monitored for effectiveness 	<ul style="list-style-type: none"> ▪ Effective organisation-wide system for capturing and sharing of good practice and policy lessons is widely used to inform new conservation or policy interventions ▪ Greatly improved organisational capacities to analyse and synthesise information and knowledge from a variety of sources across the Union ▪ Structured on-the-job learning becomes commonplace ▪ Increased learning and (tacit) knowledge sharing across organisational boundaries, driven by cross-boundary communities of practice ▪ Organisational boundaries start to break down when working with knowledge ▪ Institutional knowledge preserved and shared ▪ Staff exchange programmes scaled up across the Secretariat ▪ Mentoring programmes scaled up to become part of the organisational culture ▪ Tacit knowledge of the Secretariat preserved and used to inform new initiatives 	<ul style="list-style-type: none"> ▪ Time and costs are saved due to efficient re-use of information and knowledge ▪ IUCN reoriented towards a focus on analysis and synthesis from information and knowledge sources across the Union ▪ Culture of sharing and learning institutionalised ▪ Organisational boundaries rendered almost irrelevant ▪ Knowledge flows seamlessly into, through and out of the organisation, stimulating innovation and informing new knowledge creation, sharing and use within and outside IUCN

Results towards level 3 2006	Results and outcomes at level 3 2007-2008	Results and outcomes at level 4 2009-2010	Outcomes at level 5 2011-2012
STRATEGIC AREA OF WORK 5: STRENGTHENING THE KNOWLEDGE BASE			
<ul style="list-style-type: none"> ▪ Peer review system applied to IUCN publications ▪ Strategy developed to strengthen cutting-edge work in IUCN, based on stronger relationships with universities and research centres, and improved radar capacities to identify and address emerging fields ▪ Potential flagship products systematically identified across the Secretariat and Commissions, and their development strategically driven ▪ Increased technical and content synergies and interoperability or integration between potential flagship products under development ▪ Selected potential flagship products strategically promoted and fundraising conducted by the IUCN leadership as part of a larger strategy to emphasise IUCN's strategic position and focus ▪ Potential for value-adding products and services explored within priority initiatives for 2006 	<ul style="list-style-type: none"> ▪ Publication quality improves ▪ Renewed focus in the Secretariat and Commissions on producing work that leads the field and addresses important emerging areas affecting conservation ▪ Environmental scanning / system that acts as 'radar' for critical knowledge requirements and emerging issues, and that focuses on IUCN's areas of 'advanced' and 'innovation' knowledge is established at global, regional and country level ▪ Opportunities to develop 'flagship products' are systematically identified and addressed ▪ Cross-boundary knowledge creation, analysis and synthesis initiatives increase in areas of critical importance with potential to deliver flagship products ▪ Significant progress is made with strategic, well managed development of current products with flagship potential ▪ New products and services emerge based on existing ones, creating a value-adding chain ▪ Products and services regularly explored for income-generating potential ▪ Income generation from IUCN knowledge and services based on clear policy principles and implementation guidelines ▪ IPR and legal issues professionally managed 	<ul style="list-style-type: none"> ▪ IUCN's reputation for high quality, reliable, cutting-edge content considerably strengthened among key stakeholders ▪ IUCN recognised among key stakeholders as agenda setter and leader in addressing priority emerging areas of work ▪ Significant increase in number of flagship products under development based on the strength of the Union ▪ Increasing focus on work with 'flagship' potential at global, regional and country level ▪ Increasing effectiveness and efficiency in how IUCN deals with the development of potential flagship products ▪ Increasing emphasis on analysis and synthesis across organisational boundaries, using the Union, while decreasing the field work emphasis ▪ Exploring knowledge products and services regularly for beneficial value-addition within a chain of products, becomes part of organisational culture 	<ul style="list-style-type: none"> ▪ IUCN's knowledge trusted among decision-makers and policy-makers in key sectors as authoritative and reliable ▪ IUCN without fail recognised as conservation knowledge leader, also among relevant non-conservation sectors ▪ Knowledge base considerations are explicitly used and aligned for programme delivery and satisfying user requirements ▪ Increased recognition among key stakeholders of IUCN as critical source of knowledge and products that make a real difference to conservation ▪ IUCN recognised as the driving force for pulling together the knowledge of the Union into conservation products with impact towards its mission at critical for a and among critical decision-makers ▪ Strong ability to set agendas and shape change in areas relevant to IUCN's mission ▪ IUCN knowledge products are managed in balanced way to serve as public as well as organisational assets ▪ Increasing income from specialised IUCN knowledge products and services

Results towards level 3 2006	Results at level 3 2007-2008	Results at level 4 2009-2010	Results at level 5 2011-2012
<ul style="list-style-type: none"> ▪ Communications strategy complements and reinforces the knowledge management strategy ▪ Improved relationship management (understanding, tracking, nurturing and managing relationships) is acknowledged as an IUCN management and communications priority ▪ Strategy for improving relationship management is designed and resources mobilised ▪ Contract guidelines and legal requirements for different types of relationships streamlined ▪ Study (in partnership with other organisations) on internal and external experiences with policy / decision-maker influencing ▪ Growing understanding among IUCN programmes of influencing strategies and external and internal experiences with policy / decision-maker influencing ▪ Pilot projects based on influencing strategies implemented ▪ Initiation of process to establish body of knowledge on Societal Learning and Change (SLC) 	<ul style="list-style-type: none"> ▪ ICT tool for relationship management enables more efficient approaches to organisations and individuals ▪ Increasing institutional focus on identifying and nurturing relationships with key organisations, companies, consortia and individuals ▪ Pilot projects on influencing strategies and SLC approaches benefit from increased focus on relationship management ▪ Increasing number of pilot projects testing influencing strategies approach ▪ Increasing understanding of influencing strategies approach across the Secretariat and Commissions/ leadership ▪ Target audiences for knowledge products and services increasingly clearly defined ▪ Knowledge products and services developed with clear understanding of target audience needs ▪ Knowledge creation driven by demand and well motivated agenda setting efforts ▪ Radar / systematic environmental scanning system established to inform influencing strategies in priority areas ▪ Increasing awareness of societal learning and change (SLC) frameworks and experiences ▪ Pilot projects established to test SLC framework 	<ul style="list-style-type: none"> ▪ Resources saved due to emphasis on efficient and effective relationship management ▪ Potential for collaboration with key organisations, companies, consortiums and individuals maximised ▪ Strategic work with relationships inform IUCN programming and knowledge creation ▪ Increasingly meaningful relationships established with key organisations, companies and individuals ▪ Influencing strategy approach become commonplace in efforts to build relationships and work with policy and decision-makers in priority areas ▪ IUCN's knowledge products and services considered increasingly relevant and useful to key decision-makers and processes that have critical influences on the future of conservation ▪ Capacities developed to track target audience needs and adapt to changing circumstances with agility ▪ Increasing capacity within the Secretariat to apply SLC framework to working with critical stakeholders and decision-makers ▪ Increasing number of IUCN programmes applying SLC type approaches in their work 	<ul style="list-style-type: none"> ▪ Strong capacities to provide timely and critical knowledge needed by influential policy and decision-makers in key sectors of society relevant to conservation ▪ Increasing use of IUCN's products and services by influential decision-makers and policy processes in that determine the future of conservation ▪ Costs saved through more effective creation and use of IUCN's knowledge ▪ Relationships of trust established through close collaboration with influential practitioners, and decision- and policy-makers in key sectors relevant to conservation ▪ Signs of large-scale changes in critical areas accelerating IUCN's efforts to achieve its mission

