

Knowledge Management Plan 2022-2030

Accelerating Biodiversity Awareness in the ASEAN Region

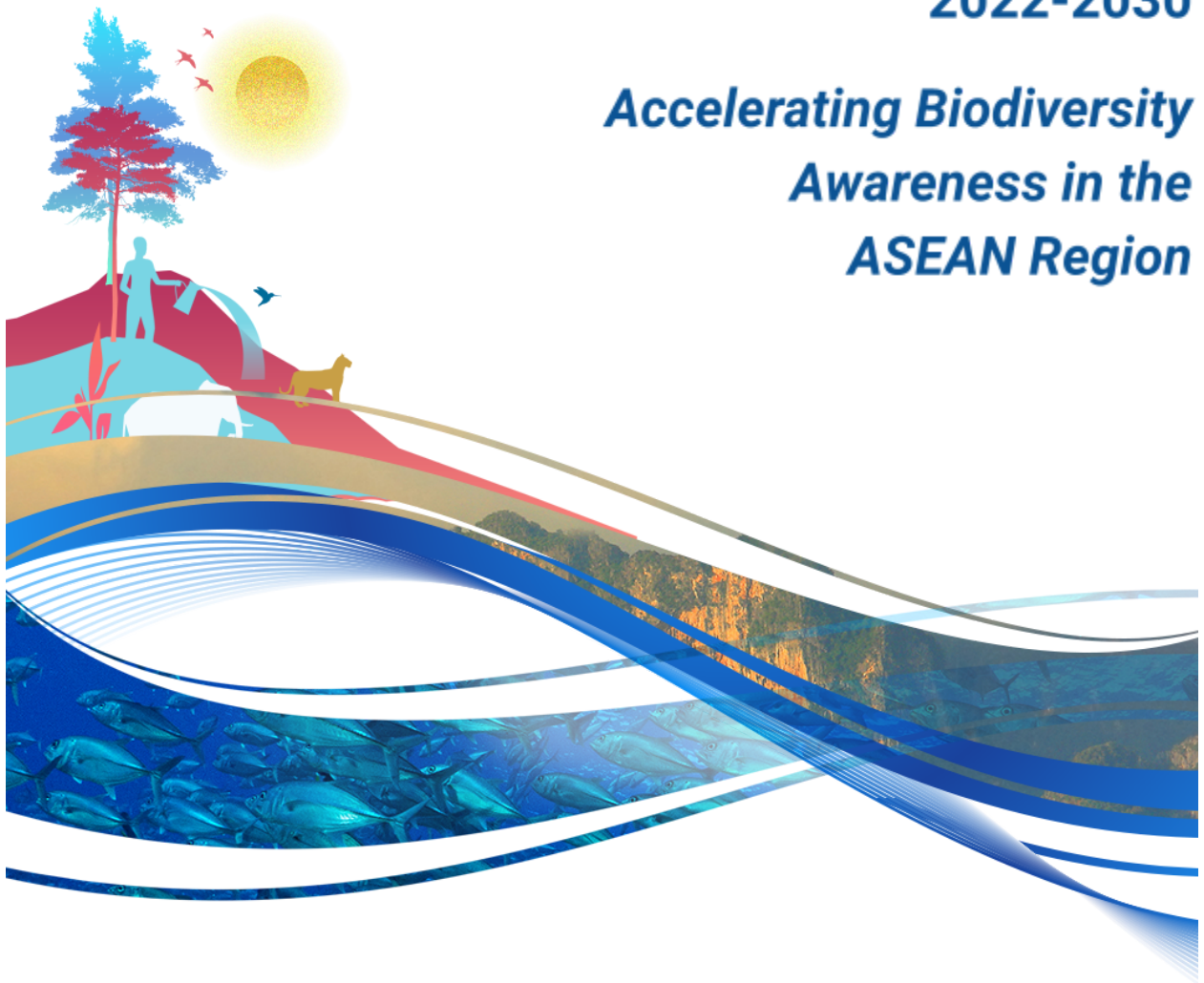


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Foreword

The ASEAN Centre for Biodiversity (ACB), the Region's centre of excellence for biodiversity, facilitates cooperation and coordination among the ten ASEAN Member States (AMS), and regional and international organisations on the conservation and sustainable use of biological resources.

The Knowledge Management Plan will help ensure that the information generated through biodiversity information-sharing between the AMS and ACB is translated into policy and action. It aspires that the Knowledge Management Plan will provide guidance in terms of recognising the processes involved, addressing prevailing knowledge management gaps and challenges, and finding solutions to improve processes and synergies.

Implementing a knowledge management plan is integral in enhancing the delivery of relevant knowledge products and tools on managing these resources. An effective knowledge management system will address the biodiversity knowledge needs in the Region through the provision of better and faster access to crosscutting knowledge, both tacit and explicit, to further strengthen the linkage between science and policy.

The UN Decade on Ecosystem Restoration was launched in 2021, at the height of the pandemic. The AMS and the ACB are aligned with this global rallying call—to engage in a holistic approach to assist the recovery and reconstruction of degraded, damaged, or destroyed areas, with equal attention on conserving protected areas. As a biodiversity-rich Region, we have a larger stake in the global efforts to restore all kinds of ecosystems.

In order to effectively carry out activities that are in support of ASEAN's resolve to restore critical ecosystems, and to protect and sustainably harness the Region's natural wealth towards a greener and better future, it is important that the ACB is able to take stock and efficiently process all knowledge assets, and to make it accessible to policy makers and the general public. During the 21st Meeting of the Governing Board of the ACB held in July 2019, it was recommended that the ACB Knowledge Management Plan be updated to be more responsive to the need for updated science-based information that can support decision-making and help operationalise regionally- and globally-adopted guidelines and agreements. This Plan is thus expected to be particularly useful in implementing the ASEAN Comprehensive Recovery Framework, as well as Target 21 of the Kunming-Montreal Global Biodiversity Framework of the UN Convention on Biological Diversity, and promoting synergies with other multilateral environmental agreements.

We have carefully crafted the ACB Knowledge Management Plan with the AMS in mind and how best they can work as one community to achieve a vision of development that is in harmony with nature. This Knowledge Management Plan outlines improved roles in systematically creating, processing, storing, and sharing data that will be used in designing and executing knowledge products and services. With this, I am confident that in implementing this Knowledge Management Plan, we will be able to build a better case for nature as the solution to our current global challenges, and work collectively across sectors in the ASEAN towards a truly greener and sustainable future for our people.

Dr. Theresa Mundita S. Lim
Executive Director
ASEAN Centre for Biodiversity

Acronyms

ABO	ASEAN Biodiversity Outlook
ACB	ASEAN Centre for Biodiversity
ACRF	ASEAN Comprehensive Recovery Framework
AHP	ASEAN Heritage Park
AMS	ASEAN Member States
ASCC	ASEAN Socio-Cultural Community
ASEAN	Association of Southeast Asian Nations
AWGNCB	ASEAN Working Group on Nature Conservation and Biodiversity
BIM	Biodiversity Information Management
CBD	Convention on Biological Diversity
CEPA	Communication, Education, and Public Awareness
CHM	Clearing-House Mechanism
CPA	Communication and Public Affairs
ERP	Enterprise Resource Planning
GBIF	Global Biodiversity Information Facility
GEOBON	Group on Earth Observations Biodiversity Observation Network
GIS	Geographic Information System
ICT	Information and Communications Technology
KBA	Key Biodiversity Area
KPS	Knowledge Products and Services
KM GBF	Kunming-Montreal Global Biodiversity Framework
M&E	Monitoring and Evaluation
MEAs	Multilateral Environmental Agreements
NASA	National Aeronautics and Space Administration
OBIS	Ocean Biodiversity Information System

OED	Office of the Executive Director
PDI	Programme Development and Implementation
PMRT	Planning, Monitoring, and Reporting Team
SECI	Socialisation, Externalisation, Combination and Internalisation
WDPA	World Database on Protected Areas

Definition of Terms

Terminology	Definition
Aichi Biodiversity Targets	A set of 20 global targets under the Strategic Plan for Biodiversity 2011-2020 established by the Convention on Biological Diversity (CBD) in an effort to protect and conserve the biodiversity that underpins global food security, health and clean water. Replaced by the KM GBF.
Combination	The conversion of merged, edited, or processed explicit knowledge to form more complex and systematic explicit knowledge.
Continuity Management	A knowledge management strategy that pertains to the preservation of corporate knowledge through knowledge transfer among organisational members and to diversify organisational memory beyond single individuals as retainers.
Data	Discrete and raw alphanumeric values, measurements, or observations that can be analysed by different acquisition methods.
Explicit Knowledge	Knowledge that can be codified in formal, systematic language, and shared in discussion or writing. It is usually easily transmitted to others.
Gaps	Pertains to the difference of the actual capacity or performance of an organisation or employee against the organisation's objectives or goals.
High-Gain points	Actions that have the biggest and most beneficial impact on an organisation.
High-Pain points	Actions that must be considered as priority problem areas and must be addressed soonest and most effectively by its management.
Implicit Knowledge	A term pertaining to the practical application of explicit knowledge.
Information	Processed data that has been categorised, analysed, summarised, and placed in context in a form that has structure and meaning.
Information Management	The management of an organisation's information resources to improve performance. Information management underpins knowledge management, as people derive knowledge from information.
Information Technology	A term that encompasses the physical elements of computing, including servers, networks, and desktop computing, that enable digital information to be identified, created, stored, shared, and used.
Initiatives	Identified activities that put the strategy into action and address the gaps to reach targets and improve performance.
Intellectual Capital	The value, or potential value, of an organisation's intellectual assets. Attempts to place a financial value on knowledge often define intellectual capital as the combination of human, structural, and technological capital.

Knowledge	A combination of data and information, to which is added expert opinion, skills, and experience, resulting in a valuable asset that aids decision-making. In organisational terms, knowledge is generally thought of as being know-how, applied information, information with judgement, or the capacity for effective action. Knowledge may be tacit, explicit, individual, and/or collective. It is intrinsically linked to people.
Knowledge Management	It is a systematic management of tacit and explicit knowledge that is utilised in achieving organisational goals and objectives. It enables vital individual and collective knowledge resources to be identified, created, stored, shared, and used for benefit. Its practical expression is the fusion of information management and organisational learning.
Knowledge Management Tools	The methods and techniques that are used to support or deliver practical knowledge management. These can be either information technology systems (e.g., infrastructure, databases, intranets, extranets, and portals), methodologies, or human networks (e.g., communities of practice).
Knowledge Management Strategy	A detailed plan that outlines how an organisation intends to implement knowledge management principles and practices to achieve organisational objectives.
Knowledge Networks	These are connections that organisations establish so as to complement their knowledge deficits.
Knowledge Products and Services	These are the intangible knowledge assets of an organisation that are categorised as human (people, teams, and communities), structural (codified knowledge in the organisational processes), and technological (databases and intranets). A complete understanding of this can contribute to better value creation.
Knowledge Sharing	An activity where information and knowledge is exchanged among people or organisations.
Kunming-Montreal Global Biodiversity Framework	An agreement that sets the global biodiversity action agenda, with 4 global 2050 goals and 23 global 2030 targets, are broken up into four broad topics in alignment with the goals. Pertinent to KM is Target 21.
Opportunities	A combination of circumstances whereby improvements can be made.
Strategy	A general plan to achieve one or more long-term or overall goals.
Strengths	Integral parts/activities that provide a clear advantage for the organisation.
Tacit Knowledge	It is a type of knowledge that is difficult to transfer, as it is intangible in nature (e.g., skills, experiences).
Weaknesses	Identified inherent features of the organisation that are found lacking, therefore needs to be improved.

Executive Summary

The ACB Knowledge Management Plan provides guidance to the overall strategy of the organisation that is aligned with the relevant multilateral environmental agreements and regional policies. The KM Plan strengthens ACB's ability to deliver tailor-made knowledge solutions to ASEAN Member States (AMS). It underscores enhancing the quality and efficiency of knowledge services, increasing collaboration, as well as, making knowledge development efforts more enticing. It aims to connect all reforms of the ACB in order to improve knowledge management and delivery across all its processes.

The KM Plan outlines the ACB's response to Target 21 of the Kunming-Montreal Global Biodiversity Framework (KM GBF) which states: *“Ensure that the best available data, information and knowledge, are accessible to decision makers, practitioners and the public to guide effective and equitable governance, integrated and participatory management of biodiversity, and to strengthen communication, awareness-raising, education, monitoring, research and knowledge management and, also in this context, traditional knowledge, innovations, practices and technologies of indigenous peoples and local communities should only be accessed with their free, prior and informed consent, in accordance with national legislation.”*

It also supports the ASEAN Community Vision 2025, the ASEAN Socio-Cultural Community (ASCC) Blueprint 2025, and the ASEAN Comprehensive Recovery Framework (ACRF). Additionally, specific workshops and training activities were conducted to capacitate the ACB's KM Team to prepare this plan.

The following references were utilised in crafting the KM Plan: a) Information Paper on the Outline of the Revised ACB Knowledge Management Plan (Agenda Item No. 7.10.2) of the 30th Meeting of the ASEAN Working Group on Nature Conservation and Biodiversity (AWGNCB); b) earlier drafts of the ACB KM Plan including comments from AWGNCB, AMS, and the ASEAN Secretariat; c) documents of the Kunming-Montreal Global Biodiversity Framework, AWGNCB Action Plan, ASCC Blueprint 2025, and the ACRF; and d) the ISO 30401:2018 which is the international standard on knowledge management system requirements.

The Knowledge Management Plan entitled *Accelerating Biodiversity Awareness in the ASEAN Region* intends to strengthen the region's resilience to future pandemics through nature-based solutions. It is designed to address knowledge management through two strategies: knowledge management support to ASEAN (external KM) and ACB institutional knowledge management (internal KM).

The Knowledge Management Plan aims to respond to the needs of the ASEAN for accurate and up-to-date information for achieving biodiversity and sustainable development targets, through more accessible, best available, fit-for-purpose knowledge products and services. In support, the ACB's internal knowledge management system ensures seamless translation of knowledge and contribute to a more efficient organisation through ease of access of information, as well as coherence in policies, plans, and programmes.

Upon identification of these objectives, gaps, and challenges, eight major strategies were determined and are to be implemented during the eight-year Knowledge Management Plan (2022 - 2030):

1. Setting up an integrated information system.
2. Alignment of the knowledge management support system to better address biodiversity targets.
3. Targeting collaborative partnerships in biodiversity conservation
4. Updating the strategic directions of ACB to support current trends in biodiversity conservation and mainstreaming.
5. Strengthening knowledge services towards capacity development and evidence-based policies.
6. Strengthening knowledge products for communication and awareness.
7. Reinforcing institutional knowledge management to better support the AMS.
8. Monitoring and evaluation of the effectiveness of knowledge management, products, and services.

Appropriate physical, financial, and human resources were determined to achieve the expected outcomes of the KM Plan. Furthermore, risks and corresponding mitigation measures were identified for every strategy.

The ASEAN Member States will benefit from the implementation of this Knowledge Management Plan through:

- A culture of knowledge sharing between and among the AMS is developed, promoted, and nurtured by means of a stronger regional mechanism that promotes sharing of good practices, experiences, expertise, and lessons learned;
- The establishment of facilities and processes to capture, manage, use, and disseminate biodiversity information both from internal and external sources to support new knowledge management skills and as tools in the development of KPS for the target stakeholders in the ASEAN region; and,
- The identification, development, enhancement, dissemination of priority KPS based on the needs of target stakeholders designed to elicit direct responses and clear actionable points.

I. Introduction and Background

A. Knowledge Management at the ACB

Defining and managing complex systems of organising information, skills, and other knowledge products and services (KPS) of an organisation is called knowledge management. This vital organisational management component includes the creation, storage, sharing, and application of knowledge within and outside the organisation in response to the needs of its stakeholders.

The ASEAN Centre for Biodiversity (ACB) is mandated to facilitate cooperation and coordination among the ASEAN Member States (AMS) along with relevant national governments, and regional and international organisations on the conservation, sustainable use, and fair and equitable sharing of biodiversity resources in the region. The ACB, together with the AMS and its partners, have been implementing programmes, projects, and capacity-enhancing activities to inspire collective action for the ASEAN region's natural treasures. In order to optimise the use of the knowledge and learnings from these projects, it is imperative to communicate the lessons and information to a wider audience, improve the implementation of organisational processes, and manage knowledge in proper storage locations.

Knowledge management includes creating, sharing, and applying the knowledge within and outside the organisation, in response to the needs of its stakeholders. For this, communication is integral to be able to organise the information, skills, and other knowledge products of an organisation to a more complex system.

Furthermore, this Knowledge Management Plan identifies the roles and responsibilities of the ACB Knowledge Management Team and focal points, as well as the ACB knowledge stakeholders (**Annex A**); the SECI model of knowledge dimensions (**Annex B**); strengths and weaknesses (**Annex C**); budgetary allocations to support the strategies and development of the knowledge management tools, products, and services; (**Annex D**) and risks (**Annex E**) in the successful implementation of the Knowledge Management Plan strategies.

Its overarching theme “*Accelerating Biodiversity Awareness in the ASEAN Region*” intends to strengthen the region's resilience to future pandemics through nature-based solutions. This can be done by mainstreaming biodiversity across relevant sectors while encouraging individuals to become “bio-literate” and to adopt behaviours that address the root-cause of future pandemic and zoonosis.¹

B. Knowledge Products and Services at ACB

The ACB will continue to produce and provide KPS aimed at promoting the value of biodiversity and its conservation among the AMS. Seeking to promote the objectives of the Convention on Biological Diversity (CBD), the ACB along with the AMS will further advance knowledge creation and exchanges on biodiversity conservation, increasing the awareness of its importance among

¹From ASEAN Comprehensive Recovery Framework (ACRF), page 37. Adopted at the 37th ASEAN Summit.

stakeholders, and improvement of capacities on taking steps towards achieving goals and targets set at the local, national, regional and global level.

Since its establishment, the ACB has been implementing activities that support, implement, and practice knowledge resource sharing, knowledge networking and alliance, knowledge continuity management, and knowledge economy. It communicates the value of biodiversity through a variety of knowledge products such as publications, policy briefs, audio-visual presentations, data dashboards and online databases, posters, and brochures that are disseminated to various stakeholders through different media and channels.

The national reports of the AMS to the CBD constitute the content of ACB's flagship publication, the ASEAN Biodiversity Outlook (ABO) series. The ABO summarises the efforts of each AMS towards their fulfilment of the objectives of the CBD, and the Region's performance in the achievement of global biodiversity targets. Other publications that complement the ABO and provide AMS with regular updates on regional events and conservation initiatives are the annual *ASEAN Biodiversity Magazine*, its quarterly newsletter, *ACBeats*, and institutional materials including brochures and videos. Table 1 shows a listing of the KPS of the ACB.

Table 1. Knowledge products and services of the ACB.

Type	Knowledge Products and Services	Stakeholders (Knowledge Contributors and Target Audience in the ASEAN region)	Description and Frequency of production or updating
Knowledge Products			
Publications	<ul style="list-style-type: none"> ● ASEAN Biodiversity Outlook series ● ACBeats ● annual reports ● plans 	<ul style="list-style-type: none"> ● AMS ● scientific community ● policymakers ● researchers ● like-minded institutions and individuals 	- Institutionally published materials produced regularly
Documentation and Administrative issuances	<ul style="list-style-type: none"> ● policy briefs ● administrative issuances ● meeting reports ● photo and video attachments 	<ul style="list-style-type: none"> ● AMS ● policymakers ● partner organisations 	- Materials produced which provide official information or evidence of concluded activities/events - as needed
Digital	<ul style="list-style-type: none"> ● BIM databases ● ASEAN Biodiversity Dashboard ● ASEAN Clearing-house Mechanism 	<ul style="list-style-type: none"> ● AMS ● scientific community ● researchers ● policymakers ● civil society 	- User-friendly tools developed to facilitate digitisation and transformation of data aimed at providing inputs to

			<p>sound decision-making for conservation</p> <p>- monthly and/or as need arises</p>
Various Reports	<ul style="list-style-type: none"> ● financial reports ● audited financial reports ● mission reports ● project completion reports ● activity reports ● assessment reports 	<ul style="list-style-type: none"> ● AMS 	<p>- Reports essential for monitoring and evaluation, which provides information and updates on the implementation of activities and projects</p> <p>-as needed</p>
CEPA materials	<ul style="list-style-type: none"> ● promotional materials ● education materials ● campaign materials 	<ul style="list-style-type: none"> ● AMS ● partner organisations ● general public 	<p>- Promotional and education materials produced that are aimed at enhancing biodiversity knowledge and application of the same.</p> <p>- as needed</p>
Knowledge Services			
Capacity development	<ul style="list-style-type: none"> ● communication campaigns ● training/workshops ● technical and financial support ● webinars 	<ul style="list-style-type: none"> ● AMS ● partner organisations 	<p>- Continuous enhancement of the cycle of learning about biodiversity conservation, its assessment, and provision of knowledge services to AMS</p> <p>- as needed</p>
Policy support	<ul style="list-style-type: none"> ● regional dialogues ● assistance in crafting joint statements and ASEAN positions ● technical contributions to development of national reports and action plans 	<ul style="list-style-type: none"> ● AMS ● partner organisations 	<p>-Provision of support to the AMS on the growing need to incorporate biodiversity issues in their policy programs to arrest the loss of the region's natural</p>

			resources including the wild flora and fauna -as needed
Networking and exchanges	<ul style="list-style-type: none"> ● membership to global and regional networks ● facilitating knowledge sharing ● organisation of biodiversity-related conferences 	<ul style="list-style-type: none"> ● AMS ● partner organisations 	- Knowledge-sharing opportunities that are gained by widening networks to increase awareness and cooperation on achieving shared targets and objectives -as needed

C. ACB Knowledge Management Plan Mandate

The ACB KM Plan aligns with regional strategic priorities like the ASEAN Socio-Cultural Community (ASCC) Blueprint 2025, specifically on the conservation and sustainable management of biodiversity and natural resources. It also outlines the Centre’s response to Target 21 of the KM GBF. Through the Plan, the ACB will serve as a key player in the region on biodiversity knowledge management, ensuring that the information generated from its initiatives are applied, communicated, adapted and stored accordingly. Specifically, this will involve providing opportunities to relevant stakeholders for knowledge sharing, which include exchange of best practices and results of studies. In addition, stakeholder engagement and capacity building mechanisms will be enhanced in disseminating relevant biodiversity KPS in the ASEAN.

In support of ASEAN’s most recent strategy on promoting sustainable development in all dimensions, the operationalisation of the KM Plan will further optimise the role of ACB in contributing to the effective implementation of the ASEAN Comprehensive Recovery Framework.²

The ACB KM Plan is designed to support the ASEAN Member States in the achievement of Target 21 of the KM GBF, specifically in the facilitation of easy and timely access to the best available fit-for-purpose biodiversity data, information, and KPS which are critical for effective planning, policy formulation, decision-making, and implementation.

Moreover, in line with the continuous improvement of the efficiency and effectiveness of ACB’s organisational processes, the Knowledge Management Plan will serve as a guide to strengthen its knowledge assets, and knowledge creation, sharing, curation, implementation, and storage.

²Promoting sustainable development in all dimensions, 105(4), ASEAN Comprehensive Recovery Framework (ACRF), page 37. Adopted at the 37th ASEAN Summit.

D. ACB Knowledge Management Plan Objectives

The ACB KM Plan is designed to:

- provide KM support to the ASEAN; and,
- ensure easy and timely access to the best available, fit-for-purpose biodiversity KPS to AMS.³

These objectives were determined in consonance with the ASEAN's vision of a dynamic community through the provision of opportunities to relevant stakeholders for knowledge sharing, which include the exchange of best practices and studies.⁴

³ Target 21 of the Kunming-Montreal Global Biodiversity Framework.

⁴ Towards an Open and Adaptive ASEAN, Strategic Measures viii, ASEAN Socio-cultural Community (ASCC) Blueprint 2025, page 19. Catalogue-in-Publication Data by the ASEAN Secretariat, Jakarta.

II. The ACB Knowledge Management Framework

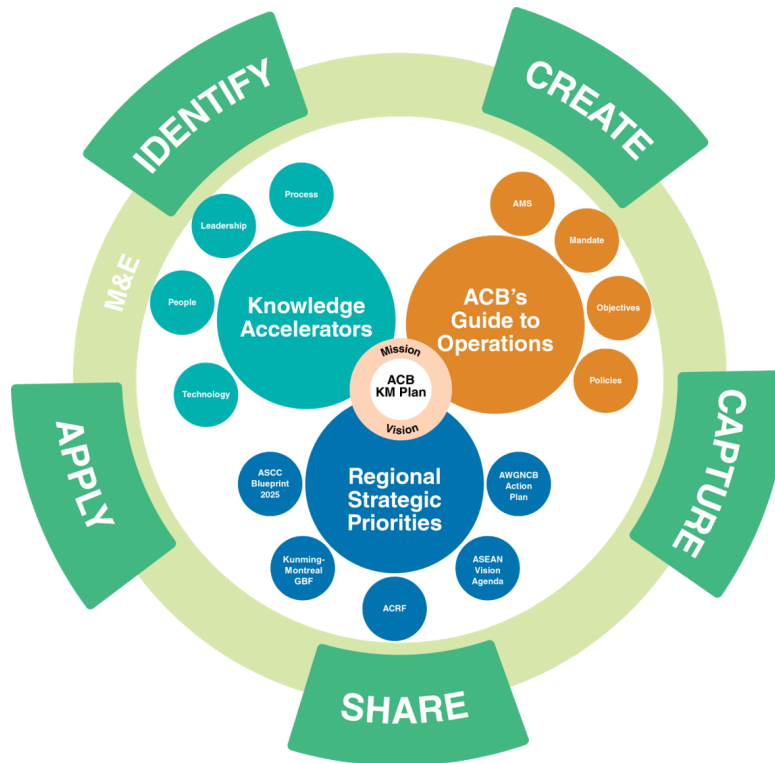


Figure 1. ACB KM Framework

ACB-KM Vision: An ASEAN region that champions the value of biodiversity and acts to conserve and use it sustainably.

ACB-KM Mission: To support and promote informed and science-based decision-making through the effective acquisition, management, and sharing of biodiversity information, knowledge, and capacity enhancement towards biodiversity conservation in the ASEAN region.

The KM Vision and Mission takes inspiration from the ASEAN Socio-Cultural Community (ASCC) Blueprint 2025 geared towards “Conservation and Sustainable Management of Biodiversity and Natural Resources.”

Driven by the ACB-KM's vision and mission, the framework ensures that all KM accelerators – the Leadership, Technology, People, and Process (Figure 1) are interconnected and that biodiversity knowledge flows freely between ACB and the AMS. Knowledge management accelerators (see Table 2) are critical elements that will enable the effective implementation of KM initiatives and action plans in the organisation.

Table 2. List of knowledge accelerators*

Leadership	People	Technology	Process ⁵
<ul style="list-style-type: none"> ●ACB Governing Board ●AWGNCB ●ACB Executive Committee members ●KM Team of ACB 	<ul style="list-style-type: none"> ●biodiversity experts ●policymakers and sector-specific government organisations ●dialogue and development partners ●general public 	<ul style="list-style-type: none"> ●database systems ●online web services ●online multimedia 	<ul style="list-style-type: none"> ● identification ● creation ● capture ● sharing ● application

*See **Annex A** for complete list of ACB Knowledge Stakeholders

Figure 2 further defines the knowledge process to improve organisational productivity, innovation, accessibility, quality, and growth. Since its establishment, the ACB has been implementing procedures, policies, and activities that guide, support, execute, and practice knowledge resource sharing, knowledge networking and alliance, knowledge continuity management, and knowledge economy. Effective steps that enhance knowledge contribution, flow, development and conversion in the organisation are currently being practised.

The knowledge process involves five stages: identification, creation, capture, sharing, and application. Knowledge identification takes place through various platforms wherein explicit and tacit knowledge are shared. This is vital in determining the KPS needs of the AMS which will be facilitated and developed through the cooperation and coordination between ACB, the AMS, and partner organisations, both at the regional and international stage. Knowledge is then created at three levels—individual, unit, and organisational. At this stage, the determined good practices, processes, and tools are utilised. Such captured and created knowledge is stored and envisioned to be organised in various forms of KPS for easy retrieval and utilisation. Through regular and sustained exchanges of knowledge, knowledge sharing will be further employed for its enrichment and amplification. This process shall harness mutual trust, the culture of sharing, and continuous learning to achieve organisational goals and objectives. Lastly, knowledge is applied to create best ways to access it and develop more actionable KPS (see Table 1).

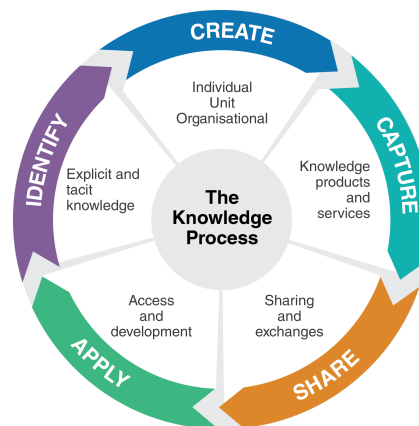


Figure 2. Knowledge Process⁶

⁵ <https://www.cbd.int/cb/forums/strategic-framework/draft-km-component.pdf>

⁶ Key Elements of the Asian Productivity Organization (APO) Knowledge Management Framework, Knowledge Management Tools and Techniques Manual, page 20. Companion of the APO Knowledge Management Facilitators' Guide (KMFG).

The wealth of knowledge on biodiversity and other thematic concerns within ACB's purview is immense since its personnel are involved in various capacity development and knowledge sharing opportunities within and outside the ASEAN region. The challenge is how to preserve and transfer knowledge to stakeholders and to other members of the workforce.

Using the SECI model of knowledge dimensions—socialisation, externalisation, combination, and internalisation—ACB would be able to convert tacit and explicit knowledge into regional biodiversity knowledge. **Annex B** details the SECI model of knowledge dimensions.

Table 3. List of expected outcomes of the ACB Knowledge Management Plan aligned with Target 21 of the Kunming-Montreal Global Biodiversity Framework (KM GBF) and the AWGNCB Action Plan.

Target 21 KM GBF Expected Outcomes ⁷	AWGNCB Action Plan as of July 2019	ACB KM Outcomes
Reduced inefficiencies in service delivery by getting the information needed in a timely manner or by reducing the amount of time spent searching for information (24.a)	Managed timely updates of the ASEAN CHM and biodiversity information databases	Decreased KPS document search time rate
Increased availability and accessibility of biodiversity-related data, information and knowledge at all levels (23.a)	Established and maintained ASEAN and National CHMs	Maintained online availability of biodiversity information
	Developed interoperable national biodiversity databases	Maintained interoperability of national biodiversity databases
Increased number of active biodiversity knowledge management support networks and communities of practice	Identified key biodiversity issues to be shared and discussed at ASEAN Conference on Biodiversity	Increased collaboration with private sector and dialogue partners
	Developed key recommendations for consideration of ASEAN policy makers	Strengthened cross-sectoral partnerships
		Enhanced capacities of the AMS in implementing the KM plan and strategies through annual KM-focused training and other related activities
Increased efficiency by accessing and leveraging previous work rather than repeating it, and learning	Assessed the ASEAN's progress towards achieving the Aichi biodiversity targets ⁸	Maintained alignment of activities with strategic goals

⁷Target 21 of the Kunming-Montreal Global Biodiversity Framework.

⁸Conservation and Sustainable Management of Biodiversity and Natural Resources, Strategic Measures x, ASEAN Socio-cultural Community (ASCC) Blueprint 2025, page 11. Catalogue-in-Publication Data by the ASEAN Secretariat, Jakarta.

from the experiences of others (24.b)	Monitored translation of the KM GBF into ASEAN actions and progress	Increased conversion of the human capital's tacit knowledge into organisational explicit knowledge by taking advantage of every opportunity in conducting brown bag sessions, re-echo workshops, and knowledge sharing sessions within and among units
Increased capacity of governments and relevant stakeholders to capture, manage and utilise biodiversity-related data, information and knowledge (23.c)	Established and maintained ASEAN and National CHMs Developed interoperable national biodiversity databases	Increased number of people/offices with improved knowledge, skills/capacities related to biodiversity conservation
		Maintained KM support to AMS
Increased uptake and utilisation of data, information and knowledge to support the implementation of Target 21 of the Kunming-Montreal GBF (23.b)	Publish ABO every five years	Increased number of collaborative initiatives through pre-determined CEPA materials

III. Prioritising Knowledge Management Solutions for 2022-2030

A. Knowledge Management Opportunities

The transfer of tacit knowledge is important to ensure that the knowledge gained by personnel through workshops, dialogues, conferences, and other learning experiences is retained and is maximised, enhancing the productivity of the organisation. Thus, a systematic means of sharing and transferring tacit knowledge is necessary to transcend obstacles to achieving internal knowledge management objectives.

As the ASEAN's regional centre for excellence in biodiversity, the ACB aims to provide easy and timely access to biodiversity KPS that AMS can use as references for further action, both at the national and regional levels. There are, however, gaps that the ACB is keen to address in order

to achieve these objectives by taking the opportunities. Gaps are the differences between where ACB is situated and its goals; opportunities are a combination of circumstances whereby improvements can be made to ACB's KPS. The ACB faces a number of gaps but there are also opportunities, both internally and externally, and these are presented in Table 4.

One of the main KM gaps in the ACB is its lack of a central repository for all documents and materials relevant to the work of the organisation. Dedicated staff assigned to create and implement a comprehensive knowledge management system is needed. Despite this gap, biodiversity information is nevertheless made available for the AMS and other stakeholders through its websites, social media accounts, and Communication, Education, and Public Awareness (CEPA) materials.

Another major gap is the lack of baseline information with regards to the usage and effectiveness of knowledge products which hinders the ACB from quantifying the extent that a knowledge product or service has met its objectives. Following a baseline survey, there needs to be a systematic and regular collection of data on specified indicators (monitoring) and subsequent analysis (evaluation) to assess the performance of KM initiatives. Monitoring encompasses the regular tracking of inputs, activities, outputs, outcomes and impacts of products and activities at the national and regional levels. Evaluation, on the other hand, is the process of determining the relevance of objectives, the efficacy of design and implementation, the efficiency of resource use, and the sustainability of results. Evaluation should also facilitate the incorporation of lessons learned.⁹

Other gaps identified are: a) language barriers; b) limited internet access; c) incompatibility between and among online platforms; d) limited capacity of target users in navigating the online platforms; and, e) competing needs and priorities of AMS.

B. Knowledge Management Strategies and Initiatives

The ACB is guided by its KM vision: “An ASEAN region that champions the values of biodiversity and acts to conserve and use it sustainably” in identifying strategies and initiatives. Table 4 summarises prevailing gaps and opportunities in order to understand how the KM Plan is integrated into the objectives and challenges mentioned in the previous sections.

Table 4. Reference guide in the alignment of objectives, gaps and opportunities with the ACB KM Strategies for 2022-2030.

Objectives	Reference Code	Gaps	Opportunities	Reference Code
Internal				
Ensure seamless translation of knowledge	IO1	No central repository of data and information	Workshop output shared among relevant audiences	IC1
			Increased efficiency in knowledge retrieval	IC2

⁹ Independent Evaluation Group. What is monitoring and evaluation? <https://ieg.worldbankgroup.org/what-monitoring-and-evaluation>

			Standardisation of information curation and storage	IC3
Contribute to a more efficient organisation through ease of access of information, as well as coherence in policies, plans, and programmes	IO2	Insufficient human resources focusing on KM	Standardisation of information curation and storage	IC4
		No systematised means of sharing and transferring tacit knowledge among the workforce	Mandatory conversion of tacit knowledge into explicit knowledge via continuity management	IC5
External				
Provide KM support to the AMS	EO1	Language barrier	Translation of KPS to applicable languages	EC1
		Limited access to the Internet and other media	Variable access to Internet in the target geographies where ACB implements its work	EC2
		Gaps in the alignment between and among online platforms	Less than 50% of AMS access ACB online platforms and KPS	EC3
Provide easy and timely access to the best available, fit-for-purpose biodiversity KPS to the AMS	EO2		Increase awareness of the ACB KPS	EC4
		Online platforms may appear complex to users	Make online platforms intuitive, user-friendly, and responsive to encourage the AMS to use them	EC5
		Low capacity of target users in navigating the online platforms		
		Lack of M&E systems for KPS	Baseline information on the extent of production and recipients of knowledge product is needed to establish an M&E for KPS for inclusion in the operational plans of the Centre	EC6

			Pre-testing of knowledge products can be standard practice	EC7
		Competing needs and priorities in AMS	Encourage AMS to consider KM a priority theme	EC8

Presented below are the KM-specific strategic priorities to address the gaps and exploit opportunities of the KM plan implementation for the year 2022–2030. By implementing the strategies below, it is expected that objectives and targets will be met, and will lead to the attainment of the ACB KM Vision. The strategies were also established to ensure that the ACB aids in the transformation of an ASEAN Socio-cultural Community that engages and benefits its peoples, and is inclusive, sustainable, resilient, and dynamic.¹⁰

Strategy 1 (S1)	Setting up an integrated information system
Objectives Addressed	IO1, IO2, EO1, EO2
Opportunities Addressed	IC1, IC2, IC3, IC4, IC5
Midterm Target (2026)	Decreased KPS document search time rate to under 10 minutes
2030 Target/s	Decreased KPS document search time rate to under 5 minutes
Initiatives: <ol style="list-style-type: none"> <u>Establishment of the Knowledge Management Platform.</u> The Knowledge Management Platform is a digital platform that will host forums on different thematic areas where the AMS and end-users may discuss different topics. It will also serve as a dedicated repository for all types of knowledge products, e.g. minutes of meetings, progress and monitoring reports, proceedings, and the like, generated by the Centre for its stakeholders. The portal will be linked to the Library Management System module of the ACB's Enterprise Resource Planning System. <u>Capacity Development on Content Management Systems.</u> Content management is a set of processes and technologies that support creating, collecting, processing, storing, and retrieving digital information of any format. Content Management Systems, on the other hand, are applications that are used to manage content, allowing multiple contributors to create, edit and publish. A series of workshops will be organised by the ACB to interested AMS in order to intensify the familiarisation on content management. 	

¹⁰ ASEAN Socio-Cultural Community, ASEAN Community Vision 2025, page 16. Excerpted from ASEAN 2025: Forging Ahead Together.

Strategy 2 (S2)	Aligning KM Support Systems to Better Address Biodiversity Targets
Objectives Addressed	IO2, EO1, EO2
Opportunities Addressed	IC2, EC1, EC2, EC3, EC4, EC5, EC6, EC7, EC8
Midterm Target (2026)	Pursue and achieve at least 50% online availability of biodiversity information
2030 Target/s	Maintain 100% online availability of biodiversity information

Initiatives:

1. Enhancement and continuous maintenance of the ASEAN CHM. The ACB continues to support the development of tools such as the ASEAN Clearing-House Mechanism (CHM) in the Bioland format, and aims to enhance its features to make it more intuitive, user-friendly, and responsive to the biodiversity information needs of the AMS. The Bioland tool was developed by the CBD to address significant technical barriers in establishing a basic national CHM website. Additionally, the ACB developed templates to enable AMS to collate and present national biodiversity information in a coherent and interoperable manner. Moreover, the ACB will assist the AMS in establishing national CHMs, and in improving existing ones and harmonising biodiversity information management and sharing can help each AMS to meet various global and regional commitments on various multilateral environmental agreements.
2. ASEAN Biodiversity Dashboard. The existing data housed in the ASEAN CHM will be integrated with *ex-situ* data held by major international institutions to deliver customised and continuously-updated biodiversity indicators that would significantly shorten the gap between available biodiversity-related data, decision-making, and streamlining regional target tracking, providing timely updates to the AWGNCB and preparing the ASEAN Biodiversity Outlook.
3. Updating the packaging and presentation of online Databases. The presentation and search facilities of databases currently maintained by ACB will be streamlined and improved such that these provide needed biodiversity data and information of prospective users in the region.

Strategy 3 (S3)	Targeting Collaborative Partnerships in Biodiversity Conservation
Objectives Addressed:	IO2, EO1, EO2
Opportunities Addressed:	IC2, EC3, EC4, EC6, EC8

Midterm Target (2026)	Increased collaboration with the private sector and dialogue partners by 25%
	Increased number of cross-sectoral partnerships by 25%
2030 Target/s	Increased collaboration with the private sector and dialogue partners by 50%
	Increased number of cross-sectoral partnerships by 50%
<p>Initiatives:</p> <ol style="list-style-type: none"> 1. <u>Partnership mapping and knowledge products exigency assessment.</u> The ACB's engagement with partners primarily takes direction from its Mandate, Vision, and Mission. The ACB collaborates with global data partners to meet the challenges in knowledge management under the auspices of its expanding portfolio of partners, projects, and activities, coupled with the increasing demand for knowledge products and their effective dissemination. This initiative will regularly map relevant development partners and their corresponding preferences for types of content and modes of sharing in order to identify potential programme developments and/or replication of successful programmes to other AMS. 2. <u>Engagement and partnerships with relevant organisations to enhance the capacities of the AMS.</u> Identified partner organisations will be engaged in technical services assistance to enhance the capacity of AMS on different thematic areas of nature conservation and biodiversity. 	

Strategy 4 (S4)	Updating the Strategic Directions of the ACB to support KM and current trends in biodiversity conservation
Objectives Addressed:	IO1, IO2, EO1, EO2
Opportunities Addressed:	IC3, IC4, EC4, IC5, EC5, EC6
Midterm Target (2026)	Pursue and achieve 100% alignment of activities with ACB strategic goals
2030 Target	Maintain 100% alignment of activities with ACB strategic goals
<p>Initiatives:</p> <ol style="list-style-type: none"> 1. <u>Development and adoption of ACB Strategic Directions.</u> The ACB Strategic Directions is envisioned to provide the overall direction of the ACB, where actions are focused according to desired goals and objectives. It will remain in alignment with the Kunming-Montreal Global Biodiversity Framework, ASEAN Vision Agenda, ACRF, ASCC Blueprint 2020-2025 and the AWGNCB Action Plan. 	

2. Development of the ACB M&E System. To guide the ACB’s strategic direction, the M&E system will provide support mechanisms to properly monitor, report, and evaluate the ACB’s plans and programmes and its attainment of strategic directions. This will be established by conducting a baseline study followed by the establishment of the M&E system where an analysis of the systematic and regular collection of data on specified indicators (monitoring) and subsequent analysis (evaluation) will be made to assess the performance of KM initiatives.
3. ACB Website enhancement. Regular updating of the ACB Website will be done with direct links to processed information on AMS’ thematic interests. Biodiversity information as well as KPS relevant to the thematic discussions among the AMS will be included in the website.

Strategy 5 (S5)	Strengthening Knowledge Services Towards Capacity Development and Evidence-based Policies
Objectives Addressed:	IO1, IO2, EO1, EO2
Opportunities Addressed:	EC1, EC4, EC5, EC6, EC7, EC8
Midterm Target (2026)	Increase capacity development activities on biodiversity conservation by 25%
Midterm Target (2026)	Provide 100% knowledge management support to at least five AMS
2030 Target/s	Increase the number of people/offices with improved skills/ capacities on biodiversity conservation by 50%
2030 Target/s	Maintain 100% KM support to all AMS
Initiatives:	
<ol style="list-style-type: none"> 1. <u>Strategic approach to Capacity development.</u> These are composed of needs-based training, technical (studies) and financial support, and the secondment programmes. <ol style="list-style-type: none"> a. Capacity needs assessment – To ensure a demand-driven approach to its knowledge services, the ACB will continue to include capacity needs assessment as part of its capacity enhancement programmes for the AMS. b. Continued facilitation – The ACB is committed to continue the facilitating of technical, financial, and learning support to the AMS. 2. <u>Enhancing Networking and Exchanges.</u> To enhance ASEAN’s purpose in regional discussions, the ACB will continue to engage global and regional networks to facilitate knowledge sharing and impart appropriate actions and experiences in the ASEAN region. This will aid the ACB in continuing its role as a knowledge facilitator: contributing new and existing knowledge, sharing best practices and lessons among stakeholders, and creating new opportunities for learning whenever applicable. 	

3. Policy support for Multilateral Environmental Agreements (MEAs). Developments in ASEAN biodiversity-related policies are considered and integrated for a more dynamic and responsive approach in addressing the latest regional and global issues. In this context, the ACB collaborates with global partners such as GEOBON, GBIF, OBIS, and NatureServe, to facilitate discussions on data discovery, management, capacity building and knowledge generation, as well as the production of materials of international relevance. The ACB will continue to facilitate the preparation of science-based backgrounds/technical papers to support the development of the AMS positions at MEA discussions, meetings, and conferences.
4. Strategic Review of KPS content. The ACB will conduct an annual review of its KPS content and implementation approaches. Information generated from such a review will inform necessary alignments in the KM Plan.

Strategy 6 (S6)	Strengthening Knowledge Products for Communication and Awareness
Objectives Addressed	EO1, EO2
Opportunities Addressed	EC1, EC2, EC3, EC4, EC5
Midterm Target (2026)	Increase biodiversity awareness among social media users in ASEAN by 10%
	Increase traffic to the ACB's online platforms by 10%
2030 Target/s	Increase biodiversity awareness among social media users in ASEAN by 15%
	Increase traffic to the ACB's online platforms by 20%
Initiatives:	
<ol style="list-style-type: none"> 1. <u>Enhancement of ASEAN Biodiversity Outlook</u>. Content enhancement of the ACB's flagship publication will focus on providing an accurate picture of the state of biodiversity: ASEAN commitments, actionable points taken by the AMS, and points for future synergy. Improvements on format, reach, and accessibility options will also be introduced. 2. <u>Implementation of the CEPA Strategy</u>. The development of appropriate, timely, and relevant KPS shall be guided by the updated Communication, Education, and Public Awareness (CEPA) Strategy. The updated version of the strategy articulates the need to respond to the changing social and technological contexts of communicating the values of biodiversity through the ACB KPS. 	

Strategy 7 (S7)	Reinforcing the institutional KM to better support the AMS
Objectives Addressed	IO1, IO2, EO1, EO2
Opportunities Addressed	IC1, IC2, IC5, EC6, EC7
Midterm Target (2026)	Increase in the number of AMS and the ACB personnel that are capacitated in implementing the KM plan and strategies by 50%
2030 Target	Increase in the number of AMS and the ACB personnel that are capacitated in implementing the KM plan and strategies by 100%
<p>Initiatives:</p> <ol style="list-style-type: none"> 1. <u>Identification of KM-focused training needs of the AMS and the ACB.</u> To enhance the capacities of the AMS and ACB personnel in implementing the KM plan, several activities will be conducted or organised by the ACB (See Table 5). The KM Specialist will coordinate, direct, and monitor all knowledge initiatives within the ACB and the action plans that constitute the KM framework. The KM Officer and Associate will provide the necessary ACB-wide support on knowledge management concerns, technical support, and activities. The appointed KM Coordinators from every unit will facilitate the mainstreaming of knowledge management-related activities across their respective units. 2. <u>Ensure conversion of human capital's tacit knowledge to explicit knowledge.</u> Mandatory continuity management will ensure that knowledge assets remain within the ACB even when the officials or personnel who were the sources of such information are no longer connected to the organisation. 	

Strategy 8 (S8)	Monitoring and Evaluation of the Effectiveness of Knowledge Products and Services
Objectives Addressed	EO 2
Opportunities Addressed	EC6, EC7
Midterm Target (2026)	Accomplished baseline survey of all 10 AMS Monitoring and evaluation system of ACB-KM has been established and at least one review completed for Strategies 1 to 7
2030 Target	Conducted full review of Strategies 1 to 7 for all 10 AMS Provided lessons learned and recommendations to improve ACB's knowledge process.

Initiatives:

1. Conduct of Baseline Survey. Baseline survey is an exercise to capture data and information relevant to improving targets, monitoring progress and assessing impacts. A structured questionnaire will be filled-out by individuals accessing the knowledge products and services through the knowledge management platform.
2. Monitoring and Evaluation. Periodic monitoring and evaluation of the Knowledge Management process and implementation of KM Strategies shall be executed by the ACB Knowledge Management Team.

Annex B shows the Strengths (High-gain points) and Weaknesses (High-pain points) identified for each Knowledge Process, as well as the applicable KM Strategy for its resolution.

To enhance the capacities of the KM stakeholders in implementing the KM plan, the following activities will be conducted or organised by the ACB. These will convert the weaknesses to strengths and will facilitate a more efficient implementation of KM strategies:

Table 5. Identified KM-focused training needs.

KM-focused training needs	Midterm Target (2025)	2022		2023				2024				2025				2026				2027				
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Content management training	The Content Management Course for the KM Platform has been developed																							
Regional training on the use of ACB's knowledge products such as the ASEAN Biodiversity Dashboard, ASEAN CHM, and other biodiversity information tools	Orientation sessions for interested AMS have been organised																							
Hands-on training on the use of biodiversity data management tools	Online Species and PA encoding courses are operational																							
Short courses on knowledge management	Options for undertaking short-courses																							

A. Monitoring and Evaluation

A baseline survey will be conducted to collect information on the status of the different subjects per strategy before any type of intervention is made. Indicators per strategy will be identified such that progress can be quantified. As a form of M&E, the KM Plan implementation shall conduct assessments in the form of internal audits. Results will be reported to the Office of the Executive Director (OED) and the Executive Committee through management reviews.¹¹

The ACB shall conduct M&E at planned intervals to provide information on whether the Knowledge Management Plan is effectively implemented and KPS are delivered as well as to ensure that the identified risks are addressed and controlled.

B. Management Review

The Executive Committee of the ACB shall review the ACB's KM implementation at planned intervals to ensure its continuing suitability, adequacy and effectiveness.

C. Knowledge Transfer

The approved ACB Knowledge Management Plan and reports on the progress of the KM Plan implementation shall be presented to the Governing Board during the GB meeting and the AWGNCB for information and further guidance of the AMS.

Internally, continuity management shall be made mandatory at ACB to preserve knowledge through knowledge transfer among organisational members and to diversify organisational memory beyond single individuals as retainers.

KM products shall be uploaded to the KM Platform and the ACB website while services such as the ASEAN Biodiversity Dashboard and the ASEAN Clearing-House Mechanism shall be maintained, improved and updated for better accessibility by a wider audience. The ACB shall continue to provide the AMS with the best available, fit-for-purpose knowledge products and services to further strengthen the linkage between science and policy.

¹¹ Based on the requirements of ISO 30401:2018 Knowledge Management System.