



programme managers. These primary audiences had been identified in the draft communication strategy for IKM Emergent.

Drawing on their many years of experience, workshop participants acknowledged the relevance of IKM Emergent in seeking to raise awareness of the importance of knowledge to better inform development policy and practice; of the need for improved Southern-produced knowledge and information on development related issues; and of the need to provide a more holistic view of development discourse in the North and the South.

The workshop made progress towards each of its objectives. A number of current management tools and processes were identified and their implications for IKM Emergent were discussed. The workshop also experimented with a number of tools to help it analyse the environment that IKM Emergent is seeking to change. Several problem areas were identified: issues of relationships, accountability and the difficulties of getting the 'development juggernaut' to accept and mainstream the need for change in areas such as disability. These discussions illustrated the complexity of the sector and the way in which changes to one aspect, in this case the handling of multiple knowledges, will be influenced by and in turn need to influence other aspects of organizational behaviour which would not immediately appear to be connected.

On shaping the communications strategy for IKM Emergent, time was spent on seeking to identify those who most need to be influenced in order to bring about a change in the sector. This discussion was far from completed. However the importance of champions, people who have the motivation, necessary skills and know the most suitable methods of communicating with particular audience groups, was very clear. From this, and an associated need to identify information products which can first reach and then support such champions, a communications strategy can be developed. However, another conclusion was that nothing is static and that these key audiences and information products may need to be re-visited during the lifetime of IKM Emergent as the ideas it promotes become more widely understood within the development sector and embedded in practice.

#### *About this IKM Summary*

This *IKM Summary* provides an overview of the following *IKM Working Paper*

Deepthi Wickremasinghe (2008) Communicating information and knowledge management: challenges and approaches. IKM Emergent workshop at Healthlink Worldwide, London, on 22-23 October 2007. *IKM Working Paper* No. 2, April 2008, 29pp.

<http://wiki.ikmemergent.net/files/080426-ikm-working-paper-2-communicating-information-and-knowledge-management.pdf>

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