Agenda Knowledge for Development

Strengthening Agenda 2030
and the Sustainable Development Goals

Fourth Edition

Knowledge for Development Partnership

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Knowledge Development Goals

Goal 1:   **Pluralistic, just and inclusive knowledge societies**
Responsible and transparent knowledge ecosystems, also for those who are excluded because of gender, migration status, disability, and other vulnerabilities.

Goal 2:   **People-focused knowledge societies**
Self-determination of the individual, founded on education for all, freedom of expression, universal access to information and knowledge, and respect for cultural and linguistic diversity.

Goal 3:   **Strengthening local knowledge ecosystems**
Collaboration and context-based communication, based on local realities and local knowledge; decolonization of knowledge.

Goal 4:   **Knowledge partnerships and knowledge agendas**
Multi-stakeholder knowledge partnerships crossing sectoral and disciplinary boundaries to facilitate creative and rich solutions.

Goal 5:   **Knowledge cities and rural-urban linkages**
Profiled, internationally well-connected knowledge cities recognising and embracing their knowledge function so that rural areas can also be part of knowledge societies.

Goal 6:   **Improved knowledge strategies**
Advanced knowledge management strategies with a recognition of these organisations' role in knowledge ecosystems and in strengthening local knowledge.

Goal 7:   **Capture, preservation and democratisation of knowledge**
Protection of intellectual heritages, including digital heritage, in libraries, museums and archives. Equal opportunities to easily access and use knowledge.

Goal 8:   **Fair and dynamic knowledge markets**
Private sector playing an active and relevant role in local knowledge markets based on fair market conditions for private knowledge services.

Goal 9:   **Safety, security and resilience**
Evolving knowledge societies mitigating uncertainties and negative impacts.

Goal 10:   **Legal knowledge**
Legal frameworks based on transdisciplinary knowledge addressing the real needs of the people; citizens knowing their rights and being able to invoke them.

Goal 11:   **Improved knowledge competencies and knowledge work**
High competence in all kinds of individual knowledge work and organisational knowledge management. High quality of knowledge service professionals; protection of knowledge workers.

Goal 12:   **Institutions of higher education to play an active role**
Universities and other institutions of higher education deploying new, inclusive models to solve real world problems. Knowledge science to be shaped, promoted and advanced.

Goal 13:   **Information and communication technologies (ICTs) for all**
ICTs being utilized to access knowledge and facilitate communication and dialogue without hampering alternative or traditional methods of knowledge transmission. Artificial intelligence offers rich opportunities, but requires ethical, competent, and critical use.

Goal 14:   **The arts and culture are central to knowledge societies**
Literature, the performing arts and the visual arts are key elements of a knowledge society, as are religion and spirituality.

Goal 15:   **Knowledge of nature**
Nature is our most important knowledge partner in the fight against climate change. It needs to be respected and protected. Knowledge about nature is key in this partnership.

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Acronyms

AIT	Austrian Institute of Technology
CCLFI	Community and Corporate Learning for Innovation, The Philippines
CDKN	Climate and Development Knowledge Network
CEO	Chief Executive Officer
CREEC	Centre for Research in Energy and Energy Conservation, Uganda
DWU	Divine Word University, Papua New Guinea
EADI	European Association of Development Research and Training Institutes
IFAD	International Fund for Agricultural Development
INGO	International NGO
ISO	International Organization for Standardization
KBD	Knowledge-Based Development
KDGs	Knowledge Development Goals
K4D	Knowledge for Development
K4DP	Knowledge for Development Partnership
K4DWB	Knowledge for Development Without Borders
KMA	Knowledge Management Austria
KM4D	Knowledge Management for Development
KM4Dev	Knowledge Management for Development Community
KTA	Knowledge Transfer Africa, Zimbabwe
LDCs	Least Development Countries
MBRSG	Mohammed Bin Rashid School of Government, UAE
MDGs	Millennium Development Goals
MSc	Master of Science
NGO	Non-Governmental Organisation
OFID	OPEC Fund for International Development
SDGs	Sustainable Development Goals
UAE	United Arab Emirates
UK	United Kingdom
UN	United Nations
UNDP	UN Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation

UNIDROIT	International Institute for the Unification of Private Law
UNITAR	United Nations Institute for Training and Research
URACCAN	University of the Autonomous Regions of the Nicaraguan Caribbean Coast
WTO	World Trade Organization

Preface

Austria submitted its "Second Voluntary National Review on the Implementation of the 2030 Agenda and the SDGs" (VNR) to the United Nations High Level Political Forum in July 2024. The report emphasises that the appropriate skills are crucial to the success of the transformation needed to implement the 2030 agenda. These skills encompass knowledge, competencies and attitudes needed to live in, develop and support a sustainable and resource-efficient society.

The fourth edition of the "Agenda Knowledge for Development" shares this vision. I therefore want to thank the initiators of this Agenda for bringing together so many different perspectives, for facilitating the ongoing dialogue on this Agenda Knowledge for Development in different parts of the world, and for supporting its implementation. This 4th edition, with a growing number of actors and the adoption of new topics including artificial intelligence and indigenous knowledge, demonstrates the vitality and relevance of this continued dialogue.

We know the challenges that lie ahead of us. It is in our hands now to ensure that the remaining five years of the 2030 Agenda prove a success for us all.

Alexander Schallenberg
Austrian Federal Chancellor

January 2025

Introduction

Sarah Cummings and Andreas Brandner

This Agenda Knowledge for Development is the result of a process that started in 2015, aimed at building a global knowledge partnership for the development of a peaceful, wealthy, inclusive, just and sustainable world. It represents a committed response from a range of individuals and communities that the UN's Agenda 2030 and the Sustainable Development Goals (UN, 2015), the most important policy document of the past decade, did not sufficiently reflect the importance of knowledge for sustainable development, specifically ignoring pluralistic, multiple knowledges (Cummings et al, 2018). With this Agenda and its previous editions, we are aiming to identify the knowledge needed for sustainable development. Like the previous versions, we see this as a work in progress and as a living document which will change as all our insights develop relating to knowledge and sustainable development.

The new Agenda

With this Agenda Knowledge for Development, we are recognizing that knowledge is a resource vital to all human beings. On the basis of knowledge, we can take our own, good decisions, we are self-determined, able to create our future and contribute better to the social, economic, and environmental development of our families, communities, societies, and the planet. Also at the level of organisations and companies, knowledge has become the critical resource. Economic performance is strongly linked to the ability to identify, acquire, create, share, use, apply, capture and sustain the knowledge needed to create value to customers. Proper Knowledge Management is a requirement in the most important ISO standard 9001:2015 on Quality Management. In order to provide individuals, companies and organisations with the best possible framework for their knowledge work, cities and societies are creating strategies to profile as knowledge cities and knowledge regions. Knowledge partnerships have been established in some pioneering cities and countries to foster collaboration within the local knowledge ecosystem. Cities and regions understand that they cannot know everything alone and have started to develop knowledge partnerships. Global knowledge sharing and collaboration make knowledge partnerships and societies stronger and contribute to better understanding, peace and wealth, and environmental protection.

The Agenda Knowledge for Development which has been developed in a collaborative process with knowledge partners from all over the world. The first edition of the Agenda Knowledge for Development was presented to the Knowledge for Development Summit, held in Vienna, Austria, on 14 October 2016. After review and further contributions, a second, revised edition was presented in Geneva, Switzerland, on 2-3 April 2017 at the Knowledge for Development: Global Partnership Conference 2017 at the UN Headquarters in Geneva. This conference brought together all UN System Organizations and key members of the knowledge for development community. The common vision, developed in the Agenda Knowledge for Development and in the many statements, formed the springboard for the launch of the Knowledge for Development Partnership (K4D Partnership) on this occasion. The Partnership aims to include stakeholder groups from all over the world to create, drive and implement a global knowledge agenda for better knowledge sharing and collaboration, increased competence in knowledge management, and better conditions for individual knowledge work.

In this fourth edition, many leading individuals have contributed 180 statements in which they have put forward their personal views and perspectives on knowledge societies, representing diversity and richness of ideas, ambitions, experiences and commitments. We have 53 new statements, and numerous authors have revised their statement.

While welcoming the new partners, we also mourn the loss of our dear friend and colleague Prince Lekan Fadina, a dedicated and passionate pioneer in Knowledge Management, whose work will continue to shape the understanding of sustainable knowledge societies in Nigeria, in Africa, and beyond.

Although most of the statements have been contributed by leading experts, we also have a small number of contributions from individuals at the beginning of their professional working lives. Together, we share a vision of how knowledge and knowledge societies can contribute to an inclusive approach to human development. The Agenda Knowledge for Development and the statements are included in this publication.

The Pact of the Future recognizes local knowledge

In 2024, the UN and its member states re-committed to Agenda 2030 and the Sustainable Development Goals at the Summit of the Future in New York in September. Prior to the Summit, the UN launched a global consultation process, led by the Governments of Germany and Namibia. During this consultation process, the Knowledge for Development Partnership and its likeminded partners, the Knowledge Management for Development (KM4Dev) community of practice and the RealKM Cooperative, were involved in many online and face-to-face events to advocate for greater awareness and recognition of multiple knowledges in sustainable development, and particularly local knowledge which had been ignored in the original Agenda 2030 (Boyes, 2024). This advocacy campaign had its roots in the news that Agenda 2030 was failing (UN, 2023) and that a contributory factor was lack of recognition of the role of knowledge. The campaign also saw an 'Open Letter to the United Nations' (KM4Dev et al, 2024) with more than 130 signatories arguing that:

> *Without harnessing the transformational power of multiple knowledges, further efforts toward the ambitious 2030 Agenda will be largely unsuccessful. A simple step to embed and recognize the contributions of multiple knowledge in sustainable development is the formal adoption of the Agenda Knowledge for Development.*

This concerted, year-long campaign saw some success with the Pact of the Future (UN, 2024), the key outcome document of the Summit, recognizing the value of local knowledge to sustainable development:

> *ACTION 32: We will protect, build on and complement Indigenous, traditional and local knowledge.*

> *We recognize the need for science, technology and innovation to be adapted and made relevant to local needs and circumstances, including for local communities, traditional Afrodescendent populations, and Indigenous Peoples, in line with the principle of free, prior and informed consent, as appropriate We decide to: (a) Foster synergies between science and technology and traditional, local, Afrodescendent and Indigenous knowledge, systems, practices and capacities. (UN, 2024: 22).*

Our thanks to all of the colleagues who participated in this advocacy campaign, many of whom have provided their personal statements, and particularly to Bruce Boyes who led this process.

Changes in the global knowledge arena

The third edition of this Agenda was launched at the Nairobi Knowledge Week in August 2018. Since then, a lot has changed in the global knowledge arena. Artificial intelligence has further developed, and Generative AI has changed the knowledge work across the global in just a very short period of time. And it is not just by chance that with such new developments also the awareness for threatened traditional, indigenous, local knowledges has increased. But the new focus on local knowledges is not just a reaction to AI, it is also based on experience in practice, that sustainable development fails if not emphasizing and building on the target communities' local knowledges and ways of knowing. We are also glad that we have attracted even more statements of those who aim to develop themselves. A focus on how

developed countries should develop the less or "least developed" (what a terrible term) countries, will always have an aspect of "colonial" thinking, while self-determined development efforts will automatically lead to a decolonization of knowledge and to more sustainability. Additionally, the world is again shocked by wars and conflicts and we asked ourselves which role knowledge can play to prevent these and to create mutual understanding and empathy while reducing fear and violence. We discussed the ways to foster quality information and reduce fake or disinformation driven by political or commercial interest. These and other new developments have been reflected in this new, fourth edition of the Agenda Knowledge for Development, and we are grateful to those who contributed new statements and perspectives, reflecting these developments.

A continuing process

This process will not end here. We will continue to listen to the people from all countries and to engage in dialogue with them. This dialogue will be open and often online, but we know that face-to-face communication is critically important as well. Therefore, we intend to work with partners to establish Knowledge for Development (K4D) Centres in a growing number of places around the world for better collaboration and local contextualization of the Agenda Knowledge for Development. Also, the new format of 'Knowledge for Development Challenges' provides an opportunity to engage with stakeholders in different sectors globally and to operationalize the vision, develop concepts and action plans, and implement these actions in their respective contexts. As will be explained in the Agenda Knowledge for Development itself, this new perspective on knowledge aims to contribute to the wider United Nations' Agenda 2030 and the Sustainable Development Goals, as well as developments in the future.

We want to thank all the contributors for their invaluable statements and for their trust in this partnership. The same gratitude is given to all partners that have worked hard to realise this Agenda Knowledge for Development and to set up the K4D Partnership. Among those many individuals and organisations, we would particularly like to highlight the role of the Austrian Knowledge for Development (K4D) community who took the first steps, and the global Knowledge Management for Development (KM4Dev) community for providing global outreach. Thanks also to the Joint Inspection Unit of the United Nations who enabled the historic Conference at the Palais des Nation in Geneva and thereby supported the inauguration of K4DP. Our gratitude is to all the pioneers in knowledge management and knowledge society who have prepared the ground for this development, and all the young people carrying the torch of knowledge and partnership into the future.

We also thank the members of the Presidium and of the Board of Directors of K4DP for their continued commitment. We greatly appreciate Madina Ba and Lucy Lakot for their editorial and administrative support. Thank you all for your professional contributions!

The passion for knowledge and development, the appreciative collaboration and the spirit of co-creating a better world are the best ingredients to grow and sustain this K4D Partnership.

Andreas Brandner and Sarah Cummings, Editors
Knowledge for Development Partnership

January 2025

Part I

❄ Agenda Knowledge for Development

Preamble

In September 2015, the member states of the United Nations (UN) General Assembly ratified Agenda 2030 and the Sustainable Development Goals (SDGs), a transformational agenda to address the problems facing the global community, including poverty, gender inequality, and climate change (UN, 2015). The UN and its members states 'are committed to achieving sustainable development in its three dimensions—economic, social and environmental — in a balanced and integrated manner' (UN, 2015, 6). For the SDGs, sustainable development involves the eradication of poverty, combating inequality, preserving the planet, and creating 'sustained, inclusive and sustainable economic growth' (UN, 2015: 8).

We recognise that the SDGs set the framework of the international development agenda up to the year 2030 (UN, 2015) and will have an enormous influence on development policy and practice in the coming years. For the first time, global development efforts in the economic, social and environmental spheres for both developed and developing countries are being integrated. This represents a great step forward, reducing the fragmentation of efforts to address global problems. However, Agenda 2030 and the SDGs did not pay sufficient attention to the role of knowledge in sustainable development with, for example, no reference to local knowledge. In the Pact of the Future (UN, 2024), the UN and its member states have revisited Agenda 2023 and the SDGs. The Pact recognises better the importance of local knowledge but most of the relevance of knowledge is still ignored.

This Agenda for Knowledge Development is designed to complement the SDGs and the Pact of the Future by providing an integrated approach to knowledge-related challenges that directly influence the achievement of the SDGs. It presents a vision of the societal and economic value of knowledge in which the transformational power of knowledge can be harnessed for the development of inclusive, pluralistic knowledge societies. We consider that knowledge is indispensable to individuals, communities, enterprises, governments and the global community, and is thus an intrinsic part of sustainable development.

The Agenda has been developed by an international coalition of civil society organisations, enterprises and academics, initiated and led by Knowledge Management Austria, which have developed a common vision of how knowledge can contribute to and underpin the ambitions of the SDGs. This current version is a work in progress. It is based on an initial 50 statements, written by individuals with different societal and regional backgrounds. More statements have been collected since then, reaching a total of 73 to be found in this publication. The statements demonstrate the diversity of views, issues and considerations involved in knowledge for development.

Declaration

We recognise that knowledge and its application are catalysts for any development and progress. The Agenda Knowledge for Development is an indispensable component of an agenda for sustainable development.

We consider that the SDGs of the United Nations are directly associated with knowledge - defined as a human activity creating its own future, rather than a physical asset. Peace, poverty reduction, good health and clean water all depend on a systematic and integrated approach to knowledge. This includes the elements of a complex knowledge ecosystem, including access to knowledge, learning, sharing, co-creating, innovating, applying, utilizing, reflecting, renewing, maintaining and preserving knowledge.

Respecting the diversity of knowledge cultures, perspectives and ambitions, the Agenda Knowledge for Development is aimed at providing a universal knowledge framework offering guiding principles, nurturing the dialogue on knowledge, strengthening global knowledge ecosystems and, ultimately, contributing to better success in achieving the SDGs.

We argue that knowledge embodies cognitive as well as emotional, spiritual and vital elements. Any kind of expression of knowledge – including artistic and religious expressions – will contribute to a more comprehensive and holistic understanding of knowledge societies, supporting people not only to become active but also happy human beings. The Agenda Knowledge for Development is striving for advanced knowledge societies built on human rights, centring the human being with all their intellectual, emotional and vital qualities and needs, respecting freedom and taking responsibility, competent to contribute to the achievement of the SDGs in their respective spheres, able to create their own future, and collaborating in global knowledge partnerships.

This Agenda is addressing individuals, families, communities, organisations and companies as well as public bodies on local, national, regional and global levels. All these bodies are needed to contribute to the advancement of knowledge societies. Responsibility for the knowledge agenda cannot be delegated. Like the SDGs themselves, this vision is as relevant for developed countries as it is for developing ones.

Knowledge Development Goals

❋ Goal 1: Pluralistic, just and inclusive knowledge societies

1.1 Our knowledge ecosystems should be inclusive, just, free, responsible, accountable, and transparent. This would directly determine the characteristics of our societies since no society is in a position to provide equal opportunities without equal access to knowledge.

1.2 We advocate for a knowledge ecosystems or ecology approach which aims to connect people, organisations and institutions through their diverse knowledges.

1.3 Young people should be given special attention with an educational system and opportunities which meet their needs for personal growth and employment.

1.4 We emphasise the need to bridge all divides, including the digital and knowledge divides, especially for girls and women, but also for minorities, the disabled and other marginalized populations.

1.5 In this still globalizing world, cultures come and work together as partners, not only on a political level but also in daily life. Migration is a natural part of this process and the migrant's knowledge is relevant for global collaboration. When balancing the benefits and constraints of migration in general, the respect of the migrant's individual dignity is elementary. Beyond that, appreciation of their knowledge potential should be considered as a resource for development of the host country as well as the home country. Migrants should have full support to develop and leverage their knowledge within the host country.

1.6 Knowledge about different countries, cultures, and languages as well as the dialogue and collaboration in teams, communities and partnerships should be considered an important approach for advancing intercultural understanding and empathy and for fighting fear and violence against the unknown.

1.7 Solving the complex problems the global community is facing, such as inequality and climate change, requires the multiple knowledges of all stakeholders. Multiple knowledges include local, tacit, community, expert, and scientific knowledges, all of which have an important role to play. This means that all voices need to be heard and that we counter intersectional prejudices, related to gender, race, language and more, which lead to some knowledge holders being devalued and ignored.

1.8 Concerted efforts must be made to counter epistemicide or the death of knowledge, both in times of conflict or peace. In times of conflict, this can involve the destruction of libraries and universities, as well as the killing of knowledge holders. In peace, this can take place by the devaluing of particular knowledge systems and languages, leading to their benign neglect and disappearance.

1.9 Current global patterns of knowledge creation and use are highly unequal. This inequality has its roots in the colonial past but is reinforced by modern inequalities in power and wealth. We advocate that pluralistic, just and inclusive knowledge societies should counter this trend.

❄ Goal 2: People-focused knowledge societies

2.1 The individual knowledge of any world citizen should be at the centre of all considerations for a global knowledge agenda. Knowledge is a source for determining one's own life and future, caring for one's own health, availing oneself of citizen and human rights, developing one's potential, delivering decent work, creating a fair income, dealing with unexpected new situations and other cultures, consuming responsibly, competently protecting wildlife and the environment, and fully contributing to the social and economic development of societies.

2.2 All individuals are knowledge holders, their knowledge is valuable and their voice should be heard.

2.3 High quality, contextually appropriate education for all, freedom of expression, universal access to information and knowledge in appropriate formats, at the right time, as well as respect for cultural and linguistic diversity, are essential.

2.4 We build an alliance against the misuse or ignorance of evidence and abuse of knowledge by individuals and groups aiming to mislead with a harmful impact on the general public. 2.5 Intellectual property rights need to be fair for creators and users of knowledge. In particular, the knowledge rights and intellectual property of Indigenous people, First Nations and local communities should be strengthened, recognized and protected.to benefit from the knowledge shared.

2.6 While acknowledging the power of AI in advancing sustainable development, extraordinary care must be taken of intentional misuse or tool-driven failures, like hallucination and other forms of misinformation.

❄ Goal 3: Local knowledge ecosystems and multiple knowledges

3.1 Strong local knowledge identities, cultures, policies, strategies, institutions, partnerships and processes will help communities determine and create their own future for sustainable development in partnership with the global community.

3.2 Local-urban-regional knowledge partnerships should care for the inclusion of local citizens and stakeholders and facilitate local knowledge processes. By making local information publicly accessible, these partnerships empower citizens and contribute to strengthening democratic discourse. Healthy knowledge ecosystems are built on the knowledge of all citizens.

3.2 Healthy knowledge ecosystems are built on communication and collaboration, on common visions and shared targets. They are competence-focused, providing society with the capacity to master the challenges and opportunities, instead of sector-focused, where academia, business, governments and citizens follow only their system-inherent objectives. Knowledge ecosystems facilitate the transdisciplinary dialogue, mutual information and knowledge sharing and inclusive, participative societal development.

3.3 There needs to be a more widespread recognition that knowledge development efforts have to build on local realities and existing local knowledge. The application of scientific and technical knowledge requires contextualization and respect of local values, cultures and knowledge. Leadership by local and regional bodies or knowledge partnerships in this process is a promising approach for success.

3.4 A multiple knowledges approach should be taken, which recognises the importance of individual, community, specialist and holistic knowledge, and the role played by language. The knowledge of all stakeholders, and particularly the knowledge of those communities most affected, needs to be central in development efforts.

3.5 Indigenous and First Nations peoples, and their distinct knowledge systems, must be acknowledged, supported and protected.

3.6 Knowledge management practices and approaches should be amended to reflect and include the sixth generation of knowledge management for sustainable development (Boyes et al, 2023), demonstrating decolonization of knowledge, increasing epistemic justice (Cummings et al, 2023), anti-racism, increasing importance of Indigenous and local knowledge, diversity in knowledge management approaches, new knowledge partnerships and new knowledge practices.

❄ Goal 4: Knowledge partnerships and knowledge agendas

4.1 Development is a social process which requires active and intelligent participation across society.Knowledge partnerships and communities of practice are essential to make use of the plethora of knowledge and creative potential in the world, building on the multiple knowledges of the stakeholders and their co-creative potential. National/local/regional knowledge partnerships are needed as much as thematic knowledge partnerships. Knowledge Management needs to be considered a core element of multistakeholder partnerships, effective facilitation of knowledge sharing, reflection, peer learning, co-creating solutions, and capturing knowledge from experiences – among other knowledge processes – should be a core competence of multistakeholder partnerships. Facilitating in an inclusive manner, building on the diversity of participants, and assuring the contextualization of knowledge to all stakeholder groups requires attention, commitment, competence, and resources. Effective linkages between different thematic knowledge partnerships, based on common principles and shared visions, are needed.
Knowledge partnerships are called to contribute to clarity and focus on relevance while deliberating partners from data and information overload.

4.2 Knowledge partnerships need to make strong and actionable commitments – like knowledge agendas, knowledge compacts, knowledge strategies - for the advancement of knowledge, equipped with adequate resources and responsibilities for the implementation. Countries need to develop national knowledge development plans in a participative manner as well as multi-stakeholder partnerships and local communities. Effective linkages between different thematic knowledge partnerships, based on common principles and shared visions, are needed. The anchoring of such plans in national development plans or national strategies for thematic areas is necessary.

4.3 Knowledge partnerships should also ensure that knowledge initiatives, such as knowledge hubs, web portals, or apps are complementary, with their own distinct purpose and niche, rather than duplicating work done by others. Linking existing data, information, and knowledge and adding value to it is as important as creating new knowledge.

4.3 Urban and regional knowledge partnerships, such as city and community knowledge partnerships, are vital to the contextualization, validation and localization of knowledge resources and approaches. Strong, open and transparent local knowledge partnerships will help knowledge exchange to be grounded, pragmatic, and anchored in local knowledge ecosystems (institutions, markets, cultures). Knowledge partnerships need to be able to communicate in the language and formats of the diverse partners, including youth and elderly people, urban and rural people, people from different cultural and linguistic background.

4.4 The cooperation of both private and public knowledge service providers in developed and developing countries provides a rich spectrum of opportunities. Through governmental support and organisational courage, new sources of knowledge and markets can be explored. Platforms can support specifically small and medium enterprises, academic institutions and non-governmental organisations (NGOs) to collaborate and to provide physical and digital knowledge services abroad.

Goal 5: Knowledge cities and rural-urban linkages

5.1 Cities play a significant role in the advancement of knowledge societies, being natural hubs for the wider knowledge ecosystems. The advancement of knowledge cities – which create their value mainly from knowledge and innovation based on a well-balanced knowledge ecosystem – is at the heart of successful knowledge societies.

5.2 This privileged position of knowledge cities imposes an obligation on cities to share and exchange knowledge with the rural areas in order to manage all kind of societal challenges. The connectivity of mega-cities, small and medium cities, villages and rural areas significantly determines the quality of life in both urban and rural areas. National knowledge hubs/partnerships need corresponding local, community-based knowledge hubs/partnerships.

5.3 As much as cities have their knowledge spaces and institutions - like universities, conference centres, museums and exhibition halls and fairs - also local communities should have strong knowledge institutions and spaces to maintain a strong convening power, connecting rural people and providing them access to knowledge that originates from cities or other regions.

Goal 6: Knowledge strategies in development organisations

6.1 High awareness of and sensitivity to knowledge-related issues, and competence to manage knowledge for development are urgently needed within development organisations, from multilateral organisations to local non-governmental organisations. Strengthening the competencies in knowledge work, knowledge management and knowledge politics within the UN System and the full spectrum of stakeholders in development cooperation is a prerequisite for competent delivery of development work.

6.2 Development organisations should be aware that their financial means and knowledge resources can make them part of the problem. All development practitioners and organisations have the responsibility to critically reflect on their practices, their successes and their wider impact on development – including the growth of knowledge and independence in developing countries.

6.3 The mobilization of tremendous financial resources for developing countries is intended to support their development but includes the potential to hamper the development of self-determined, inter-connected knowledge ecosystems and societies. Any sort of development cooperation, specifically if substantial financial resources are involved, should be examined for its use of locally-sourced knowledge and its impact on the knowledge ecosystem and knowledge markets.

6.4 Development organisations should work with each other to find a complementary role in the knowledge ecosystem, rather than duplicating each other's efforts. For example, the many platforms and portals for specific themes need to take an ecosystem approach and work with others.

6.5 Development organisations need to respond in a timely and adequate manner to local knowledge development strategies and actions, strengthen the local knowledge ecosystems and support the diversity of local knowledge services.

6.6 Communities of practice (CoPs), like the Knowledge Management for Development (KM4Dev) community are a particular type of partnership in which practitioners work together to create better practices. These CoPs, often remote based on global interaction, can make an important contribution to sustainable development by bringing together individuals from over the whole world.

6.7 Development organisations must advance their evaluation approaches: the multidimensional nature of development requires holistic and multidisciplinary approaches to evaluation that are able to capture the complexities of transformative development. Knowledge and learning must be key functions of evaluation by, for example, drawing evidence and insights from multiple stakeholders and contributing to a better understanding of how transformative change could work.

6.8 Development cannot be sustainable if driven from outside. The will to develop oneself must be first. When formulating development goals, these entities (for instance countries, cities, communities) must

assess the existing knowledge and define measures to develop the knowledge necessary to achieve these goals. Development partners can help in this process and support by sharing knowledge and experiences but consider the potential context-specific character of this knowledge and the role of tacit knowledge.

6.9 Many development organizations are currently in flux with the loss of older employees and the entrance of younger generations. Efforts should be made to preserve the knowledge of the older generations while making a welcoming workplace for the young people of the new generations. This requires the creation of a positive work culture focused on well-being, and real value being placed on experiential knowledge.

Goal 7: Capture, preservation and democratisation of knowledge

7.1 Libraries, museums, archives and other institutions capturing, preserving and making available knowledge to future generations are indispensable for the advancement of knowledge societies. The provision of equal opportunities to easily access and use this knowledge is a critical element of the democratisation of knowledge.

7.2 The long-term preservation of fluid digital media and the digitisation of analogue knowledge assets (e.g. books) are among the current challenges of today.

7.3 The protection and maintenance of intellectual heritage is also subject to scientific, cultural and other private institutions that maintain specific techniques. The capturing of knowledge is also subject to any professional and private individual who can share his/her experience with others who need it.

7.4 Organisations are facing regular change of personnel with an increased risk of losing critical knowledge, which can damage the delivery of services and products, but also damage others, for instance in safety-sensitive industries. Professional knowledge retention practices and knowledge loss risk management should be promoted by governments, chambers of commerce, consultants, and other professional bodies.

7.5 In Africa, there are a wide range of existential challenges facing archives in Africa relating to oral testimonies, local and Indigenous knowledge, and the preservation of languages. Colonial archives are also held by the former colonizers, such as France and the United Kingdom, with an apparent unwillingness to return them which would make Africans curators of their own history, allowing them, and others, to begin constructing more accurate narratives of colonial experience. Decolonizing archives and knowledge are not about closing the door to European or other traditions. Rather, it entails engaging partners from the diverse global community, encompassing the Global North, Global South, First Nations, Indigenous knowledge holders, elders, community champions, local communities, women, and youth. The Catalysing African Community Archives for Social Good project seeks to foster the preservation of African knowledges using modern documentary materials, enabling Africans to tell their stories in their terms.

Goal 8: Fair and dynamic knowledge markets

8.1 Advanced knowledge societies create their economic growth significantly through private knowledge services. Business aims to transform knowledge into wealth, and knowledge services (like consulting, training, teaching, researching, innovating, developing, communicating, engineering and more) comprise a fast-growing share of knowledge economies. The development of fair and dynamic knowledge markets is essential for the development of knowledge societies. Any kind of development cooperation should strengthen local knowledge markets and knowledge entrepreneurship instead of hampering them with 'fly-in-fly-out' knowledge services from abroad.

8.2 Whenever the production of data and information is financed by public means, such as research funded by governments, should be freely accessible to the public. The knowledge commons as a global public good need to be recognised and nurtured.

8.3 Private knowledge services as a source of income and wealth-creation need to be protected and promoted. High standards of competition law must be applied to the delivery of knowledge services to

developing countries. Clear preference should be given to strengthening of local knowledge service providers.

Goal 9: Safety, security and resilience

9.1 Any new knowledge can serve to improve lives and livelihoods, but often carries uncertainties, especially when associated with new technologies, the mid- and long-term effects of which cannot be foreseen. Mitigation of unanticipated negative effects on individuals, societies and the environment must be part of any global and local knowledge policy. Legal frameworks have to protect citizens and societies from misuse of newly generated knowledge and promote the responsible application of knowledge for the benefit of human development.

9.2 The responsible use of knowledge also requires the evolution and maintenance of competence in the use of – specifically safety-sensitive – technologies. The application of standards in the use and maintenance of knowledge - adequate to the dynamics of knowledge in the respective context - is a must for any activity that can affect safety, security or resilience in society.

Goal 10: Legal knowledge

10.1 The law is one of the cornerstones of civilisation and a basic condition for community life. Making good laws presupposes good knowledge of the sphere of human life to be regulated and adequate evaluation of the social and economic impact of any proposed new law. This requires a transdisciplinary knowledge that transcends by far the limits of the legal profession.

10.2 A law is only as good as its application in practice. The respect for individual or collective rights assumes that those rights are known and relied upon. Knowledge about the law thus means that the addressees of legal norms are aware of their rights and able to invoke them. A great deal still needs to be done, through the development of institutional links or supporting networks of learning organisations, to ensure that legal knowledge reaches beyond court benches and law schools, and that, conversely, knowledge from the fields of social and natural sciences find their way into law making and legal thinking. There is no development without law, but also no law without knowledge.

10.3 Knowledge is a political resource. Laws effecting the development, access, dissemination, preservation, etc. are key societal laws and require attention and participative development. Laws about the use of Artificial Intelligence, about the knowledge rights of indigenous people, about open access to knowledge, about intellectual property rights, about the obligations of media to filter fake news, about knowledge inclusion, are just some of the current examples that are discussed, but a comprehensive body of knowledge laws and policies are needed to support the national knowledge identities, and national knowledge strategies. This body of knowledge laws requires clear knowledge policies, and the discourse in society and dedicated knowledge partnerships.

Goal 11: Improved knowledge competencies and knowledge work

11.1 The future of all knowledge societies not only depends on the availability of knowledge (specifically if delivered from outside), but on societies' ability to self-determine, manage, renew and sustain their own knowledge ecosystem. Therefore disciplines, like knowledge work, knowledge management and knowledge politics become essential to any individual, organisation, community and international body. Strengthening these subjects in all educational bodies and programmes supports knowledge societies.

11.2 All individuals can contribute to the advancement of knowledge societies. No matter if politician, entrepreneur, employee or any kind of citizen, everyone should have the opportunity to cultivate their knowledge through learning, reflecting, reviewing, sharing, connecting, creating, inventing, applying, preserving, and through the improvement of skills that help to work globally – like language skills and intercultural competence.

11.3 By avoiding prejudice and ignorance, by opening up to the new, by sharing our knowledge with others who need it, we will not only create a better world, but we will also grow as human beings. We cannot delegate this responsibility to governments, experts or Artificial Intelligence. The Agenda Knowledge for Development will be realized through a multitude of small and responsible steps taken by many actors, with boldness in the projection and patience in the implementation.

11.4 Special attention should be given to the competence of knowledge service professionals. Additional to the professional knowledge in his/her domain, the competence to add real value to societies based on high ethical standards is to be developed to the highest possible level.

11.5 Knowledge work is increasingly dominating the economic value creation processes. People performing knowledge work by training, teaching, educating, researching, exploring, innovating, consulting, advising, communicating, publishing, engineering, capturing, preserving, etc. need to receive adequate resources for their specific knowledge work. This includes time, financial resources, space and other resources to maintain and develop their knowledge and their practice in a responsible way.

11.6 Organisations that leverage the knowledge potential of their employees and their external partners will be most successful. Companies and societies that provide individuals with opportunities to develop to their highest potential – for example through diversity in the education system, flexible career models, etc. – will develop better than others.

11.7 Current practices in knowledge work often incur the risk of specific harm to the health of knowledge workers, primarily though high work-related pressure. Individuals and also organisations shall protect against new health risks created through knowledge societies, including diseases linked with intensified computer work or with the growing complexity of work.

❧ Goal 12: Institutions of higher education to play an active role

12.1 Universities and other institutions of higher education in both North and South have an important role to play in the knowledge ecosystems. They should strengthen the wider understanding of our world and the capacity to generate alternative solutions for problems affecting humankind.

12.2 It is imperative that knowledge, created, collected and recovered in universities and institutions of higher education should be used to solve universal problems and not to increase gaps in power and wealth. One promising methodology to increase the relevance of universities is transdisciplinary research, including many types of participatory research, which responds to real world, persistent problems, involves multiple stakeholders, integrates different forms of knowledge by crossing disciplinary boundaries as well as boundaries between science and society, and integrates the process of knowledge production with societal problem solving.

12.3 We need to strengthen bonds and alliances between educational centres in the North and South in order to develop capacities oriented to face present-day challenges, also recognising the potential of South-South alliances. The willingness to share and the willingness to adopt and learn are essential prerequisites to co-create new knowledge as partners.

12.4 Academic knowledge production should develop new models which support rather than exclude Southern academics.

12.5 Knowledge Science as a scientific domain requires increased attention by academia, as knowledge with its ubiquitous appearance and impacts influences all parts of society. A solid understanding of knowledge and its individual, organisational, and societal use provides an essential educational foundation to ever growing number knowledge professions.

❧ Goal 13: Information and communication technologies (ICTs) for all

13.1 Information and communication technologies (ICTs) have an important role to play in future knowledge societies. They can provide the ability to create, share and access the global body of

knowledge on the internet, and facilitate communication and dialogue, contributing to the diversity of open knowledge available and bringing the world closer together. Being disconnected from the internet for any reason, such as poverty or illiteracy, is a major obstacle to knowledge development.

13.2 The internet should be regarded as an open and global public utility, based on agreed technical standards with all traffic treated equally (net neutrality). As semantically based applications evolve, it is important that the vocabularies they use map not only the full range of languages but also their everyday usage.

13.3 Technology needs to be appropriate, and ICTs are not always the solution. Other media, like books, newspapers, terrestrial television and radio, and finally face-to-face communication should still play an important role in the knowledge ecosystem.

13.4 Artificial Intelligence provides manifold opportunities to benefit from knowledge and to create new knowledge. While exploring the multiple benefits in all domains of sustainable development, care must be taken in applying generative artificial intelligence and other emergent technologies, which are a double-edged sword: capable of helping to provide unparalleled access to information, but also capable of greatly increasing the confusion produced by information disorders. In the AI era, mastering interpersonal skills is crucial. While AI enhances our capabilities, prioritizing human elements ensures we remain connected and effective. Ethical criteria for the use of generative AI, as already published by UNESCO and others, shall continuously be in dialogue and widely discussed in public. The evaluation and reflection about positive and negative consequences in this new area is paramount and must not be left to experts.

13.5 ICTs have an important role to play in bringing people together in networks and communities of practice (CoPs) as has been demonstrated by the KM4dev global community of practice which has been bringing together knowledge professionals from across the globe for 25 years. At their best, such communities work together to share and retain knowledge, build capacities and transform knowledge systems. To do this, they need to create a safe knowledge space where all people feel respected, without labels, judgment, racial or gender prejudice, or geographical underrepresentation. In this way, such communities play an important role in the lives of individuals through mentoring, professional development and social contacts.

⚜ Goal 14: The arts and culture are central to knowledge societies

14.1 The arts include literature, such as novels, plays and poetry, the performing arts, including dance, music and theatre, and the visual arts, such as architecture, ceramics, drawing, painting, photography, and sculpture. They have an intrinsic value, illuminating our inner lives and enriching our emotional experience as individuals and communities, whether they are pre-historic cave paintings or contemporary dance.

14.2 In addition to having an intrinsic value, arts and culture can also have an instrumental value in development. Participatory video and storytelling can be effective tools for communicating across contexts and cultures. The arts can also be employed as an expression of transdisciplinary research as has been demonstrated by the One Ocean Hub and its partners worldwide. Works of literature can also have an instrumental value. For example, 'Things fall apart' by Chinua Achebe gives an understanding of colonialism which goes beyond that provided by history books, and 'Brick Lane' by Monica Ali provides a deep understanding of the implications of globalization and migration.

14.3 Culture imbues humankind with creativity, critical thinking, empathy, trust, willingness to take risks and mutual respect. Religion and spiritual expression support compassion and understanding of others. These are all critical characteristics of the knowledge society.

14.4 The concepts of inclusiveness, connectedness, openness, authenticity, empathy and respect are foundational to cooperation and collaboration, the highest virtues of the material world and serve as the avenue for creating and sharing knowledge for development.

14.5 All societies should have access to their own cultural artifacts and arts which build their confidence and ability to interact with others.

❧ Goal 15: Knowledge of nature

15.1 Knowledge can no longer be considered an exclusive asset of humans. Faced with human-caused environmental disasters and nature´s corrective actions, we must humble ourselves and let animals, plants, and ecological communities contribute to mastering environmental, social, health, and other challenges.

15.2 Exploring the knowledge of nature, for example by observing, analysing, and benefitting from the behaviours of animals and plants, must be done in a most respectful way and benefit these species. We must protect biodiversity and increase the space for nature to apply its knowledge even without our predominant instrumentalization.

15.3 When developing new technologies and approaches, even if they aim to reduce our negative impact on the climate, we should be aware that we cannot fully control nature because we are intervening in a complex social-ecological system which may have unforeseen and negative consequences. The more we intervene, the more damage we can potentially cause.

15.4 We must value nature as our most important knowledge partner in the fight against climate change. Advancing knowledge about nature will increase appreciation and needs prioritizing in schools, in politics, in businesses, in science, and beyond. Many new ways of advancing this wonderful relationship will show up. Here, First Nations, Indigenous and local communities with their embodied knowledge of their environment have an important role to play. Loving nature is then the ultimate key to biodiversity and harmony with our one and only planet.

Andreas Brandner and Sarah Cummings
Editors of this 4th edition based on the statements included in this publication

Vienna and Bennekom
January 2025

Part II

❆ Statements on Knowledge for Development

Benjamin Abugri

Knowledge Management, Digitalization and Learning Cluster Lead Specialist, Forum for Agricultural Research in Africa (FARA), Knowledge Management Award Winner 2024

As Africa continues to navigate its complex development challenges, Knowledge Management (KM) must be central to our strategies for sustainable progress. Through innovative and transformative initiatives such as the Knowledge Management for Agricultural Development (KM4AgD) agenda, the African Agricultural Research for Development institutions and ecosystem (national, regional and continental) have witnessed the power of context-based, cohesive and locally driven knowledge systems in influencing policy and promoting sustainable development. Thus, underscoring the need for African-led frameworks integrating indigenous knowledge with global best practices, ensuring that development solutions are context-specific and inclusive.

Moreover, knowledge tools and services like the FARADataInformS, an observatory for Africa agriculture, the DSpace(CGSpace), the FARA Africa Community engagement platform (Dgroups) and other open-access repositories have proven instrumental in democratising knowledge and bridging the gap between research, policy, and practice. To achieve the aspirations of Agenda 2063, Africa must invest in collaboration, learning, and adaptive systems that empower stakeholders at all levels—from grassroots communities to policymakers—to co-create and utilise knowledge for equitable development. Fortunately, the Post-Malabo strategy document has unambiguously elaborated KM as an essential instrument for a prosperous Africa.

I urge global stakeholders to recognise Africa as a beneficiary and an active contributor to global knowledge for development. Strengthening regional networks, fostering cross-sectoral partnerships, and promoting digital innovation will be pivotal in amplifying African voices and solutions in the global knowledge economy.

Fumio Adachi
Deputy Director General, University of Tokyo, Japan

No development aid should be provided without knowledge transfer. Both sides, donors and recipients, often fail to make full use of knowledge to maximize the effects of valuable aid. A loan to build a dam would have more impact if the feasibility study of the dam by the donor bank is conducted involving engineers in the recipient country because the knowledge of how to conduct a feasibility study will be transferred to local engineers. Even if an aid project understands the importance of knowledge transfer, one-time knowledge transfer in the project would not be sufficient. Education and on-the-job training (OJT) should be repeatedly done, or explicit knowledge should be expressed as manuals to make knowledge firmly implanted in the recipient side. If some of the recipients acquire enough knowledge to teach others, then the project can be evaluated as very successful. The saddest cases were when the recipient government requested us to offer only machinery and told us that they didn't need training to master how to use the machinery, and the other was when the very hopeful counterpart of the recipient organization left the project in the middle due to some organizational reasons and the knowledge transfer in the project was stopped. All aid should go with knowledge transfer programmes or should be

knowledge transfer programmes themselves. I heartily hope that both donors and recipients will carefully draw up development plans, always having this viewpoint in mind.

Keywords: knowledge transfer, development aid, development projects, feasibility studies, donors, recipients, education, training.

Epiphane Adjadji

KM Specialist | Local Knowledge Preservation
Communications Specialist and Local Knowledge Preservation Activist
Benin Republic

1) My vision of knowledge for sustainable development

A society where every person has full and equitable access to collective knowledge, irrespective of their educational background, economic situation, political views, religious beliefs, race, or physical conditions. A society that values local, indigenous, and traditional knowledge systems, while also promoting scientific research, innovation, and the responsible dissemination of knowledge to address global challenges such as climate change, poverty, and health crises.

2) Knowledge-related challenges we are facing

Around the world, 773 million people adults are illiterate whose two thirds are women. Moreover, the digital divide persists with 2.7 billion people still offline worldwide. The compound of these two situations is excluding scores of people, mostly women from the collective knowledge. We must address these challenges to make our knowledge society an inclusive one.

3) Actions to be taken

- Create more opportunities for everyone to have access to Internet and knowledge bank.

- Establish system that recognize and value local/indigenous knowledge.

- Create mechanisms for local knowledge holders to earn a Return on Contribution (ROC) from sharing their tacit knowledge to the world.

- Institutionalise the use of local knowledge in addressing societal challenges (health, climate change, criminality etc.

Keyword: Local Knowledge, Equal Access, Return On Contribution, Sustainable Development, Collective Knowledge
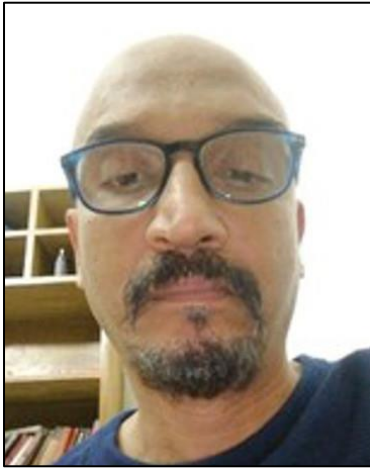
Inam Ahmed
Editor, The Business Standard

Since SDG is a global collective commitment to make life better free of poverty, hunger and to establish equality, access to resources and better environment, the effort to achieve this is quite a lofty task especially in the backdrop of the covid-19 pandemic situation.

The pandemic has changed the world, perhaps for a very long time. And it will need special attention and global support achieve the SDG. For some of the countries, it may be a daunting task altogether.

This is where the need for a collective effort is even more necessary to make up the losses that the pandemic might have caused on the actions for SDG.

A collective knowledge sharing is also of utmost importance at this juncture so that the best practices are known to all, so that a short circuiting the long process is known to all so that despite the pandemic's chipping effect, the goals remain unchanged with the set deadline.

Democracy needs accountability and sharing of knowledge will lead to that democratization of SDG knowledge, the combination of which will lead to make possible a word free of poverty and hunger.

Keywords: collective knowledge sharing, pandemics, accountability, democratization
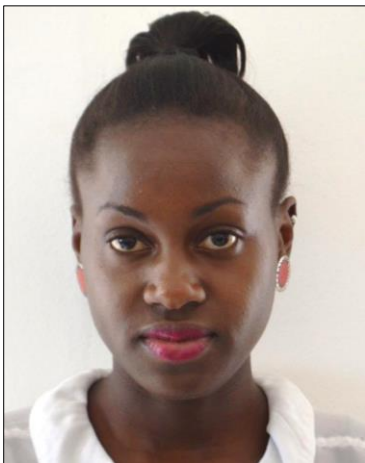
Flavia Martha Ajambo
Public Relations Officer, Centre for Research in Energy and Energy Conservation, Makerere University, Uganda

Renewable energy technologies have an enormous potential in Uganda and that potential can be realized at a reasonable cost. One of the most effective ways to get affordable, abundant renewables is to capture and share knowledge (skills, experience and understanding) that can be used to improve research, raise awareness, and overcome barriers to the increased use of renewable energy. Sharing knowledge also helps to improve industry capability and streamline the process for delivering renewable energy projects. This will ultimately increase renewable energy usage in Uganda and make it more affordable. We share knowledge with industry, researchers, financiers and investors, governments and regulators, and use this knowledge to develop renewable energy technologies that are best suited to Uganda's diverse geography as well as the energy needs of our households and businesses. We also provide relevant information and evidence to develop better policies and projects that can lead Uganda to a sustainable future. Kampala Knowledge City can support this vision of the future.

Keywords: renewable energy, Uganda, technologies, knowledge sharing, knowledge city, Kampala.

Syed Khaled Ahsan
The World Bank Office in Bangladesh

Knowledge and development are complementary to each other. The connotation of knowledge is broad in the context of development. There is a need for a culture to be patronized by the state and a habit by its citizens to live in a knowledge-based society. In the time of the deadly coronavirus, it is more necessary than before. Perceptions, post-truth, and cognitive bias all are very dominant now across the world.

Scientific knowledge or the quest for knowledge has lost its ground in a highly hostile environment. Who can outperform this epidemic of ignorance? It's none other than a knowledge-based society! Knowledge is truth, and it must show humankind the right path for a solution. A good number of people are working in laboratories, hospitals, and academia to bring that knowledge to us. We are awaiting to see that the light of knowledge, sooner it will arrive there.

Keywords: perceptions, post-truth society, cognitive bias, epidemic of ignorance
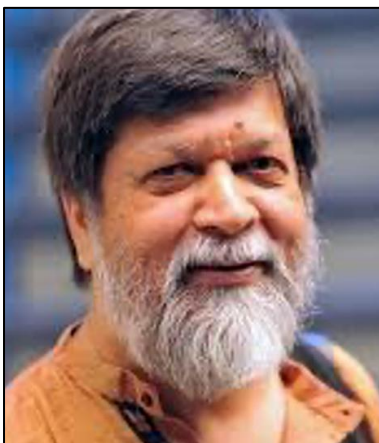
Shahidul Alam
Photographer, writer, human rights activist. Time Magazine Person of the Year 2018.

The development lens has largely focused on basic needs. On the availability of material things. For our life to have meaning, we need more than merely the ability to survive. We need freedom, dignity and hope. We need to be able to plan for the future. Knowledge helps us attain material needs, but equally importantly, it gains us respect and an insight into our own destiny. It allows us to make informed choices, to choose the right path. It allows the governed to have a say in the process of governance. In a divided world, access to knowledge, provides a path to equality, the ultimate development goal.

Keywords: freedom, dignity, informed choices, access to knowledge, equality
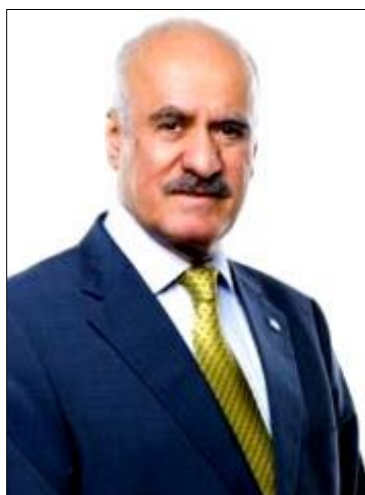
Suleiman J. Al-Herbish
Director General, OPEC Fund for International Development (OFID)

In the pursuit of progress, it is necessary that the knowledge we generate is captured, stored, and disseminated for future generations to benefit. Moving into the era of the Sustainable Development Goals, the international community has recognized the importance of sharing and building on knowledge to drive development forward. The advent of the Internet and advanced technologies has made this process much easier. Recognizing the importance of having readily available and up-to-date sources of knowledge, OFID has pioneered efforts to fill the gaps in knowledge about development, particularly in the Arab world. In cooperation with the United Nations Development Programme, OFID launched the Arab Development Portal in early 2016. The portal is an initiative of OFID in partnership with the Arab

Coordination Group and the Islamic Development Bank. It allows access to a comprehensive open online databank, covering a wide range of development topics relevant to the region. Through the exchange and sharing of information, the portal serves as a knowledge highway that allows inputs and exchanges between a variety of sources, including the public sector, academia, businesses and NGOs. The portal brings us one step closer to advancing knowledge cities and centres around the Arab world.

Keywords: SDGs, UNDP, Arab Development Portal, knowledge sharing

Ali Sebaa Al Marri

Executive President, Mohammed Bin Rashid School of Government (MBRSG), UAE

The MBRSG aims to support good governance in the UAE and the Arab world and build future leaders through an integrated system offering education and training programmes, as well as research in various areas. Stemming from our beliefs relating to the importance of knowledge in the development of every community, MBRSG launched the 'Emirates Centre for Government Knowledge' as an ideal knowledge-sharing platform focusing on promoting the UAE Government's excellence, experience and innovative concepts. The Centre provides clear channels for the exchange of government dialogue and best practice between the UAE, the Arab region and the world. On this occasion, we value your initiative and its attempt to bring together leading figures in the field of development to share their visions and collectively develop the Knowledge Development Goals and an Agenda Knowledge for Development. We express our willingness to cooperate and exchange our insights and experience in the field.

Keywords: Mohammed Bin Rashid School of Government, UAE, Arab world, government knowledge, Agenda Knowledge for Development

Bedi Amouzou

CEO & founder of Knowledge for Development Without Borders (K4DWB), responsible for the long-term strategy of creating shared value for the most vulnerable

In the 21st century, a new society is emerging in which knowledge development is fundamental for sustainable development. Efficient utilisation of existing and newly generated knowledge can create comprehensive wealth for nations in the form of better health, education, infrastructure, trade, development and social well-being. Knowledge goals arise from the need to specify the actions that are to be performed; in other words, from the need to make actions operational. New knowledge development trends, such as knowledge for development and knowledge transfer, are emerging to enhance knowledge and capacities in developing countries in the areas of health, education, infrastructure, trade, development, and interrelated issues, including through policy design. In addition, new technologies are opening tremendous possibilities for creating, packaging, testing and sharing information, knowledge, and hence mutual understanding, in today's knowledge societies. Knowledge societies should promote, facilitate and support the way each country effectively deals with knowledge for development and its deployment in all sectors like health, education, infrastructure, trade, development and social well-being. My vision of the Agenda Knowledge for Development is to bring groups, management, academics, development professionals and communities together to share

innovative knowledge management for development practices, tools, solutions, ideas, visions, strategies, evaluations, and to exchange best practices and lessons learned to meet development challenges.

Catherine Amulen
Global Health Corps Alumni, Uganda Chapter

If you asked me what it would be If I had to provide one priority action to transform a nation like mine into a modern prosperous country, I would give one answer, and that answer would be knowledge management. Needful to say the bible identifies with the fact that knowledge is very important and the equivalent of not being knowledgeable is equitable to perishing. 'My people perish for lack of knowledge' Hosea 4:6. I go a long way to defend the importance of knowledge particularly in health and development.

I know and strongly believe that educational institutions in Uganda right from pre-primary schools through to universities have a major role to play as change agents particularly in instilling and propagating the positive attitudes, promoting public awareness and understanding of knowledge-based sustainable strategies for development, and reorienting existing education through curricula reviews, appropriate pedagogies as well as institutional structures.

Knowledge systems in place where media is not excluded cannot be underestimated because media has diverse technologies available for promoting communication for development and hence channelling knowledge and putting it open to the benefit a productive generation.

For all these to take effect, aggressive, deliberate and a coherent range of policies need to be well implemented in order to achieve an integrated peaceful and prosperous nation that is chiefly driven by the knowledgeable people/citizens in its habitation. Very specifically, this comes with a knowledge base of a knowledge instrument described in a knowledge city. So why won't we wait for the knowledge city to break the barricades of availability, accessibility, affordability, reliability, usability of knowledge! Why won't we? Knowledge city we await you eagerly!

Ms. Shaheen Anam
Executive Director, Manusher Jonno Foundation

Manusher Jonno Foundation (MJF) formed a Knowledge Management Team (KMT) in April 2018 for gathering evidence on what works, and what does not work, and capture lessons learned from its programs. KMT is also contributing to extracting, capturing, storing, and improving both internal and external knowledge to improve organizational performance.

MJF's advocacy, communication, and various programmatic works are now more visible, specific, and effective. MJF's internal decisions at all levels are better informed. External dialogues so far have contributed to generating public discourse around human rights and good governance issues.

KMT is also leading MJF's SDG team and contributing to advocacy efforts with the Bangladesh government and CSOs. I understand that Vienna-based Knowledge for Development Partnership (K4DP) is taking the lead in implementing SDG 17 which calls for multi-stakeholder partnerships for sharing of knowledge and technology. I congratulate K4DP for developing Agenda Knowledge for Development and MJF would support its endeavour in providing a universal framework for the advancement of knowledge in societies.

Keywords: Manusher Jonno Foundation, knowledge management, Knowledge for Development Partnership

Paul Atsu

Young Professionals for Agricultural Development (YPARD) and KM4AgD Champions. Development Communications, Knowledge Management and Research Development Practitioner

Knowledge Management that continues strengthening the capacity-building for youth and women is key towards inclusive knowledge awareness growth for resilient communities´ development.

Keywords: inclusiveness, awareness, resilience, communities, capacity of youth & women

Astrid Aune

Masters' Student, Social Policy & Development, London School of Economics and Political Science, UK

A central theme running through the MSc in Social Policy & Development is the need to reconceptualise who can contribute to policy making. In my dissertation on sex work policies and the extent to which they are able to protect sex workers' rights, I've identified a decided 'deafness' to the policy recommendations made by sex workers themselves. The experiential and sectoral expertise, which is highly diverse, is relegated to narrative evidence next to the input of public health experts, by the deeply divided feminist academy and general social discomfort with this form of labour. A reconsideration of the validity of local knowledge for development creates opportunities to strengthen sex work policies that are contextual and holistic, thus meeting the goals of all actors concerned. A cause for optimism has recently come out of New Zealand, where a labour union for sex workers bargained for complete decriminalisation of the sex industry. Using a problem-posing system of collective adult education, sex workers were able to recognise their own expertise and the political validity of their collective input. This has created a model for social policy creation that transcends the sex industry. It demonstrates the value of changing the lens inwards to recognise local knowledge and offer it to policy-makers as crucial information that may have been missing in their decision-making processes.

Keywords: local knowledge, development policy, labour union, experiential knowledge, decision-making

Usman Ibrahim Babagana

Research Fellow, CSPCS, University of Maiduguri, Nigeria

Usman Ibrahim Babagana is researcher and a Ph.D student at the SDG Graduate School - Centre for the Study and Promotion of Cultural Sustainability (CSPCS), University of Maiduguri, Nigeria. He has special interest in issues of indigenous knowledge management, climate change, culture and policy. He has equally published articles and attended several workshops and conferences on the aforementioned subjects. He looks forward to exploring and collaborating with like minds to contribute to the attainment of sustainable development.

Knowledge management is a concept I would imagine having different meanings depending on the context. In the informal space or local indigenous community, traditional knowledge seems to be left in the hands of elders. Knowledge management within the formal space like schools, libraries and digital archives seem to be keen on sustainability and management of knowledge. The implication for sustainability is what I find very interesting. The question of development is still a matter of debate when we consider indigenous communities and their idea of development or sustainability. For sustainable development within the context of knowledge management to be attained, there is the need for inclusivity of indigenous knowledge community - a situation where all hands need to be on deck. The youth must also prioritize indigenous knowledge preservation and management before it is too late.

Keywords: indigenous knowledge, sustainability, youth, development, inclusivity

Kiana Baker-Sohn

Student, University College Utrecht, Utrecht University, The Netherlands

This Agenda Knowledge for Development recognizes that the strengthening of local knowledge ecosystems is crucial to the achievement of an inclusive global development agenda. In this understanding, it is my conviction that indigenous peoples and their distinct knowledge systems must be acknowledged and emphasized.

Common to indigenous peoples, regardless of their global location, are varying degrees of dispossession and colonization, as well as the loss of culture, land, health and wellbeing. This extends to their distinct knowledge systems. Further commonalities extend to unfavourable epidemiological patterns of disease. Indigenous people across continents suffer from infectious disease, malnutrition, obesity, severe non-communicable diseases, mental health, and alcoholism disproportionately to the non-indigenous communities in the same regions. Findings from the *State of the world's indigenous peoples. Volume on Indigenous peoples' access to health services* (UN, 2009) underscored the dire global health realities of indigenous communities. Of paramount importance is how these findings connect to the marginalization of indigenous knowledge systems.

Thus, the strengthening of knowledge partnerships must extend towards frameworks of indigenous and scientific knowledge. In achieving the Agenda's goal of protecting and maintaining intellectual heritage in local knowledge ecosystems, steps should be taken to deconstruct the power underlying the dominance of scientific knowledge in global structures and societies. Global structures and institutions are increasingly recognizing indigenous knowledge and are seeking its application into scientific knowledge systems. In strengthening local knowledge ecosystems and partnerships, however, indigenous voices in academic, political, healthcare and research institutions must be valued, promoted, and sought after. Otherwise, the application of indigenous knowledge into dominant knowledge frameworks, without conscious

inclusion of indigenous peoples into knowledge societies, is appropriation. Furthermore, to fully embrace a culture of equitable knowledge sharing, both knowledge systems should be combined to create new knowledge frameworks, that ultimately respect the integrity of indigenous peoples and their knowledge systems.

Keywords: indigenous knowledge, global health, knowledge partnerships, new knowledge frameworks

Roland Bardy
BardyConsult, Germany
Executive Professor, Florida Gulf Coast University, USA

Sustainable development in developing countries is only possible when it involves a bottom-up approach and brings in a multitude of local endeavours. In order for this to occur, community knowledge bases must be captured and utilized. There are innumerable economic, social and ecological benefits of using local communities' resources and stakeholders, and their indigenous knowledge. A combination of knowledge management and systemic approaches can amalgamate this into practical methodologies for building new ventures toward sustainable development and fostering pertinent projects and programmes.

Traditional knowledge and value patterns in relation to ecology and human life have always been intrinsically engrained in the lives of indigenous people. They have, however, not always been met with an open-mind by developed nations. But for agendas destined to helping societies with low life expectancy, low levels of sustenance, and low standards of living much more must be done than to merely transfer sophisticated scientific models from "the West". Development policies for these communities must integrate traditional wisdom and thus provide opportunities to practically and purposefully apply it. One way to do this is to create regional centres where this body of knowledge can be maintained and be made available. An example of this would be the Education for Sustainable Development Programme at the United Nations University Institute for the Advanced Study of Sustainability. Another key way to preserve and make available indigenous wisdom is by connecting this knowledge and experiences with academic institutions on the ground and worldwide.

What we are talking about is centuries of co-existence with natural ecosystems that has resulted in some of the richest collective memories on patterns and behaviour of biological resources and environmental changes. Indigenous peoples, for example in Africa, have developed a close and unique connection with the lands and environments in which they live, and they have a wide array of beliefs, as well as a strong sense of ethics and what is right and wrong. In addition, they have been deploying a wide range of different techniques to cope with their intricate relationships with their biodiverse resources which are embedded in their cultures. They range from soil and water conservation; mixed cropping, contour cultivation, and other vegetative measures to land use change and rational land-use planning in agroforestry. Applying this wisdom in conjunction with carefully selected Western techniques will successfully unearth the vast opportunities that exist on African soil and in similar communities elsewhere.

Keywords: local knowledge, community knowledge, traditional wisdom, sustainable development, indigenous peoples, environmental management, Africa

Geoff Barnard

Knowledge Management Advisor to the Climate and Development Knowledge Network (CDKN)

Lack of sustained funding is the Achilles' heel of most of today's knowledge and information efforts in the sustainable development field. Unless we address this challenge, the bold ambitions set out in the Knowledge for Development Goals will remain just that, ambitions. How many libraries do you know that are struggling to keep their doors open, despite providing an essential service to their local community? How many 'zombie websites' are out there, haunting the internet – set up in a burst of enthusiasm and still there, years later, but with no new content added because the seed money ran out? How many innovative knowledge sharing initiatives have you seen come and go, fizzling out after a year or two because the grant ended, and volunteer power isn't quite enough to keep them going? This syndrome is well established, and the causes are familiar: short funding cycles; the appeal of the new (and the pressure to get your organisation's logo on it); the speed of change in ICTs; the eternal problem of demonstrating the impact of knowledge investments; and our expectations as users these days that information should be available free and instantly.

The result is that all too often our investments in knowledge and information work fail to fulfil their potential; sometimes they are entirely wasted. How can we break this pattern? Investments in knowledge and information need to be seen in the same way as investments in clean water systems, electricity supply grids or urban transport networks. These kinds of infrastructures are not something that will be here today and gone tomorrow – we'll need them for hundreds of years ahead. The same is true of the 'knowledge infrastructure' we'll need to achieve the Sustainable Development Goals. We're not talking of a quick fix. We're talking about putting in place the systems, skills, behaviours and networks that will support and sustain us for generations into the future. That's not to say that knowledge infrastructure needs to be seen as rigid and top down. Alongside centrally managed information systems, there's room for bottom-up alternatives: the knowledge equivalent of local mini-grids and small-scale rainwater harvesting. Innovation will be critical to keep up with our evolving needs and find the right solution for the right context. And there will be a need for all kinds of funding models: state funding, development assistance, commercial models, pay-as-you-go and sponsorship will all have a role to play. The point is that we need to be thinking long term. We need to be taking knowledge for development seriously and investing in it like our lives depended on it because, ultimately, they do.

Keywords: lack of funding, investments, libraries, ICTs, knowledge infrastructure.

Surinder Batra

Professor, Institute of Management Technology, Ghaziabad, India

Let me thank Knowledge for Development Partnership to give me an opportunity to express my views on the Agenda Knowledge for Development. In the 'World Development Report 1998/99', the World Bank had made many significant statements asserting the relationship between knowledge and development. It asserted that 'knowledge is the key to development' and that, 'the balance between knowledge and (other) resources has shifted so far towards knowledge that it has become the most important factor determining the standard of living more than land, labour or tools'. Eighteen years later, these statements are as valid as they were at that time. However, the manifestation of knowledge has undergone a major transformation in the intervening years. The advances in information technology have led to the creation of Artificial Intelligence, Machine Learning, Internet of Things, Social Media, Analytics and Mobile Eco-systems, etc. for creating, storing, sharing and expressing

knowledge in various forms. Knowledge is now virtually at the fingertips of any one and every one and it continues to dominate all other factors of production.

Another transformational change over the years is the emergence of the concept of smart cities and knowledge cities. Focus on cities is a natural outcome of the phenomenon of rapid urbanization, since the cities have become the major engines of economic growth of countries. The protagonists of smart cities dwell upon the adoption of knowledge created through new forms of information technology mentioned above to create intelligent urban infrastructure in various domains thereby enabling highly energy efficient resource utilization and enhancing quality of life. The concept of knowledge cities on the other hand is more holistic as it not only considers urban infrastructure as important, it also seeks a harmonious balance among all capitals of the city, such that the cities become the instruments for knowledge-based development.

A new thought process that has now started emerging is created out of the potential of blending the concepts of knowledge cities and the smart cities, and recognition of the fact that rural segments of the world population will continue to be significant targets of knowledge-based development. This has led to the concept of 'smart knowledge habitats', which would seamlessly address the development needs of all sections of society, focus on inclusive growth and use knowledge in all its forms including that generated through technology which injects smartness into knowledge-based development.

It is heartening to note that Agenda Knowledge for Development aims at addressing these issues by explicitly formulating goals to this effect. The Goals of 'knowledge cities and rural-urban linkages', and 'information and communication technologies for all' reflect these aspirations.

Keywords: knowledge, knowledge-based development, technology, smart cities, knowledge cities, smart knowledge habitats

Ivett Bene

Knowledge and Expertise Management Coordinator, European Medicines Agency, Hungary and the Netherlands

"You should tell people "Do not worry, I know you." instead of „Be afraid because I know you." Inspired by this Hungarian proverb, I envision a future where knowledge management fosters global understanding, aligning with the UN Sustainable Development Goals. This vision goes beyond simply knowing information, but appreciating the unique knowledge and life experience each of us has.

Imagine a world where conflicts, from playground squabbles to global wars, are replaced by collaboration. My vision draws hope from the remarkable reconciliation efforts of millions of people in Rwanda and Ireland, proving that even seemingly intractable conflicts can be resolved.

Ignorance breeds fear and violence. Systematic knowledge exchange can manage biases and build empathy. This collective intelligence, diverse and rich, captured and shared, can be channelled towards achieving a more peaceful and sustainable future for all.

Just as jugs of different colours hold the same water, our minds share a common humanity. Knowledge management transcends ethnicity, religion, culture, and background, allowing us to work together towards a common goal.

This is a call to action. Since Knowledge Management means information management elevated by collaboration, through the collection of data, informed by diverse perspectives, we can build a world where peace and progress are the cornerstones of our shared future.

Together, we can turn fear into understanding, and conflict into collaboration. This 100-year journey can start today with a conversation. Do you want to talk?

Keywords: peace, collaboration, progress

Alex Bennet

Founder, Mountain Quest Institute, USA

Let us fully engage our spiritual nature to balance the accelerated mental development mankind has enjoyed during this Millennium. The spiritual dimension often drops out of the conversation when we are thinking along the lines of knowledge for development. By definition, knowledge is tied to the actions we take; and we as humans are reluctant to lay bare the depths of our self, our soul, the 'animating principle of human life in terms of thought and action' (Bennet et al., 2017a, p. 44).

Yet, people are holistic. While different aspects of what it is to be human may appear dominant in different situations, the physical, mental, emotional and spiritual cannot be separated out. At some level they are connected, and—whether consciously or unconsciously—always affecting who we are and how we act, thus unremittingly linked to our knowledge. The spiritual, 'standing in relationship to another based on matters of the soul' (Oxford, 2002, p. 2063), is specifically focused on the moral aspects of life, the emotional part of human nature, and higher development of the mental faculties.

In exploring this relationship further, we increasingly understand that our brains and development are linked, that 'we have evolved as social creatures and that all of our biologies are interwoven' (Cozolino, 2006 p. 3). In a knowledge-based community, there are clear connections among businesses, human centres and people, facilitating a continuous flow of energy and the exchange of ideas. Human centres are places where people congregate and participate. Centres such as restaurants, sports arenas and shopping malls support the instant emergence of knowledge moments (Dvir, 2005). Centres such as churches and schools become a mainstream of interaction based on, as is the case for churches, a common belief set and related ritual behaviour (the application of knowledge); or, as is the case for schools, a desire for and openness to learning (the creation of knowledge). While places of worship, regardless of their religious affiliation, are generally perceived as places for spiritual development, wherever people exist spiritual knowledge is woven through the very fabric of connected and caring people as they learn through the experience of life.

Learning itself has a spiritual nature. A 2007 research study discovered a positive correlation between representative spiritual characteristics and human learning (Bennet & Bennet, 2007). The 25 representative characteristics emerging from a literature review fell into two categories: those considered emotional in nature such as caring, compassion, empathy, presence, harmony, joy, love and respect; and those representing a state-of-being such as authenticity, aliveness, connectedness, morality, openness, service, wonder and grace. These 25 characteristics were mapped to the learning process through emergent themes, specifically, in terms of priming for learning, shifting frames of reference, animating for learning, enriching relationships, and moving toward wisdom.

The concepts of inclusiveness, connectedness, openness, authenticity, empathy and respect are foundational to cooperation and collaboration, the highest virtues of the material world (Bennet et al., 2017b), and which serve as the avenue for creating and sharing knowledge for development. As we engage in the continuous search for truth, living these concepts in service to others provides the connectedness of choices that moves us through the knowledge economy towards the next step in human development.

Keywords: spiritual knowledge, learning, emotional characteristics, cooperation, collaboration

Frans Bieckmann
Independent researcher and advisor

Recognizing the importance of knowledge in its full plurality is essential for an inclusive development agenda. Knowledge takes many different forms and is expressed in many different ways. It can be explicit or tacit, instrumental or value-driven, spatially bounded or universal. The plurality of knowledge encompasses the different types of knowledge, their 'producers' (or 'possessors'), and those who require access to knowledge to shape and execute the development agenda. Only when this plurality is fully recognized can knowledge be properly used to legitimize development policies. Otherwise, when science and expert knowledge are misused by political elites or economic interests (or ideologically driven), the importance of knowledge creation and sharing is undermined and faith in political and scientific institutions will be lost. Particularly in times when knowledge has been democratized in our information society, policymakers are urged to acknowledge and use the full diversity of the knowledge out there. Therefore, it is of utmost importance to have a clear understanding of the role of knowledge in Agenda 2030. Hence, the research development agenda should not only focus on stimulating the production of knowledge and quality education, but also the sharing and uptake of knowledge by all relevant stakeholders.

The Agenda Knowledge for Development should have a clear eye on the bias within current knowledge production for development towards the agendas of multilateral organizations, market ideologies, and political and economic interests. From Rio+20 until the launch of the SDGs in 2015, which was covered by The Broker, more stakeholders in the international political arena were invited to share their viewpoints than ever before. In the first rounds of the Open Working Group, stakeholders representing various groups in civil society delivered statements on the focus areas of their expertise. This opportunity, and the range of stakeholders invited, represents some progress in the recognition of all types of knowledge. Yet, even in the Open Working Group negotiations, knowledge from developed countries was favoured over that of developing countries. Moreover, throughout the process of formulating the SDGs, these stakeholders' share in the decision-making process decreased. This illustrates that for the SDGs to really take shape, inclusiveness and plurality must be ensured in the Agenda Knowledge for Development. Furthermore, the uptake of knowledge by policymakers should be much more transparent to avoid political bias during the translation of knowledge into policies.

Keywords: SDGs, Open Working Group, negotiations, knowledge, policymakers.

Jah Bilkisu
Communication and Knowledge Management Officer, Sierra Leone. Bilkisu Jah is a Communication and Knowledge Management Officer at Jhpiego. Dedicated to enhancing global health through effective information dissemination. With a passion for KM, she is adept at leveraging information systems to empower communities.

In a digital society like ours, artificial Intelligence is on the rise with information generation. Knowledge Management is vital to sustainable development to ensure that the abundant, yet fragmented information provides critical insights that are not only preserved but also made accessible and actionable. This approach will capture and effectively use knowledge to empower communities and organisations. Knowledge Management for sustainable development will provide innovation and adaptation in changing circumstances, which is essential for global sustainability.

The strategic integration of knowledge management into sustainable development strategies will ensure that lessons learned from past initiatives like locally led initiatives are preserved but inform future outputs. This recurrent learning and improvement process is not just a theoretical concept but a practical approach that enhances the effectiveness of sustainability efforts, making them more resilient and adaptive, and providing confidence in the path forward.

Leveraging knowledge management and fostering communities of practices can accelerate progress toward sustainable development. By doing so, we can ensure that economic growth, environmental stewardship, and social inclusion are balanced and enduring, ultimately leading to a more equitable and sustainable future for all.

Keywords: accessibility, innovation, empowerment, resilience, adaptation

Arno Boersma
Manager, UNDP Centre of Excellence for the Sustainable Development of Small Island Developing States, Aruba

I was hesitant to contribute, because let's face it, who is going to read this? Ok, you will. But in the world of development, you're unfortunately the exception. Reports often remain unread, as they are ineffective, supply-driven knowledge channels. But since you're here, I'll share my one personal idea for knowledge management for development: less talk, more action. To quote Elvis: 'A little less conversation, a little more action.' A more credible KM source? Einstein: 'The only source of knowledge is experience.'

Let's move from abstraction to action, from reports to results, and from intentions to impact. I know, easier said than done. But in all that we as knowledge professionals do, let's ensure there is a link between our knowledge work and impact. And ask ourselves: how does this knowledge activity benefit development? We can start by turning the many ideas from these personal statements relating to the Agenda Knowledge for Development into action. I've been inspired by them and will gladly help to do so.

Keywords: knowledge channels, knowledge management, action, results, impact, personal statements

Thierry Sanzhie Bokally
Senior Knowledge Management Officer at United Cities and Local Governments Africa, Morocco

La ville est l'espace public dans lequel toutes les politiques publiques de développement se mettent en oeuvre. Elle est le lieu par excellence du déploiement des Knowledge Development Goals. A ce effet le défi est grand de mettre en musique et en valeur les interactions qui se font. Les hommes se rencontrent, les données s'échangent, les projets fleurissent, les défis sont abordés, les solutions d'un meilleur vivre et être se développement. ..des données au départ, mais très vite des informations utiles à la prise de décisions surgissent de ces rencontres. Capitaliser, collecter, disséminer, diffuser, créer, promouvoir, etc. sont autant de tâches auxquelles travaillent Cités et Gouvernements Locaux Unis d'Afrique pour accompagner les associations des collectivités territoriales dans le développement des territoires d'Afrique. Le développement est avant tout local et il ne peut se faire sans ses territoires, nous y croyons et travaillons à le matérialiser.

The city is the public space in which all public development policies are implemented. It is the place by excellence for the deployment of Knowledge Development Goals. To this end, the challenge is great to highlight the interactions that take place. People meet, data are exchanged, projects flourish, challenges are addressed, solutions for a better life and development are discussed...data (bits of ideas) at the beginning, but very quickly useful information for decision-making emerge from these meetings. Capitalizing, collecting, disseminating, sharing, creating, promoting, etc. are all tasks on which united cities and local governments of Africa work to accompany associations of local authorities in the

development of African regions. Development is above all local and it cannot be done without its regions, we believe in it and work to materialize it.

Keywords: knowledge cities, local government, KDGs, Africa

Irina Bokova

Director-General, United Nations Educational, Scientific and Cultural Organisation (UNESCO)

Knowledge is a catalyst for development. This stands at the heart of the new 2030 Agenda for Sustainable Development – it is a core driver of all UNESCO's work to lay the foundations for inclusive knowledge societies. For UNESCO, knowledge societies enable women and men to transform information into knowledge and understanding, empowering them to contribute fully to the social and economic development of their societies. The power of knowledge was reaffirmed at the recent WSIS+10 Review of the United Nations General Assembly, which set forth the vision 'to build a people-centred, inclusive and development-oriented information society, where everyone can create, access, utilize and share information and knowledge.' This calls for bridging all divides, including the digital divide, especially for girls and women. Today, only a minority of people has access to the online world, with all the information and wealth generated there. Two-thirds of people residing in developing countries remain offline today, representing some four billion people. More than ever, every woman and man must have capabilities and opportunities to acquire information and transform it into knowledge. This requires action across the board. This is why inclusive and pluralistic knowledge societies require an enabling environment that builds on four pillars: quality education for all, freedom of expression, universal access to information and knowledge, and respect for cultural and linguistic diversity. UNESCO is committed to promoting the concept of knowledge societies in the plural (with an 's'), because there is no single model that would fit all societies. In this, we pursue a clear vision of a world, where societies are culturally and linguistically diverse, where existing languages are present on the Internet, with universal access and capabilities to use information and knowledge, where e-learning supports equitable access to quality education and lifelong learning, and where sciences inform development, taking into account local, national and regional contexts. This is a vision of societies that are inclusive, building on the knowledge generated by all communities, promoting innovation and creativity, and enabling all women and men to practice their own culture and enjoy that of others, while safeguarding humanity's cultural and natural heritage, fighting poverty, and promoting peace and sustainable development. This is UNESCO's vision, and it guides the Organisation in all its work to support Governments in taking forward the new 2030 Agenda.

Keywords: inclusive knowledge societies, UNESCO, women, girls, digital divide, UN, cultural diversity, linguistic diversity, education for all, SDGs.

Hope Matama Bongole

Manager, Exel Estates Limited, Uganda

The need to advance knowledge requires a collective consideration of all institutions, individuals and the public because public acceptability drives political acceptability. Your initiative therefore of bridging the knowledge gap that you are seeking to create if sufficiently well supported and publicised will lead to significant attitudinal and behavioural changes in the people of Kampala. We are willing to cooperate in any way possible and to share our experience with you.

Keywords: knowledge gap, cooperation, Kampala, Uganda.

Daan Boom

Community and Corporate Learning for Innovation (CCLFI), The Philippines

Knowledge is a driver of change. Change occurs through the process of invention, innovation and diffusion that leads to the transformation of ideas and knowledge into tangible products and services that have high utility value to societal needs. In general, drivers of change are innovation, direct acquisition from purchase, learning-by-doing, research and development and technology transfer through interactions of activities between countries, institutions, and people. Experiences of economic development of countries indicate that acquisition and application of knowledge and technology depends largely on enabling governance and infrastructural systems (circumstances) and natural endowments of countries. Specifically, the task in KM4Dev is to support users - whether communities, local and national governments or civil society organizations - with the right knowledge to enable them to produce the development results they aspire to. It is therefore imperative for all economies to adapt knowledge for development as driver of change to inspire economic, social and environmental transformation that springs into high sustainable growth and prosperity.

Keywords: drivers of change, knowledge, transformation, innovation, KM4Dev.

Bruce Boyes

Editor, Lead Writer, and a Director, RealKM Cooperative Limited (RealKM Magazine), China & Australia. Knowledge management (KM), environmental management, and education professional with over 40 years of acclaimed and award-winning experience in Australia and China.

The vital enabling role of knowledge and knowledge management (KM) in sustainable development has long been recognised. Indeed, I have been advocating for and using multiple knowledges approaches in my work for more than 30 years. But now, halfway through the UN's Agenda 2030, and with the 4th edition of the Agenda Knowledge for Development being published, knowledge and KM are still missing from the global Sustainable Development Goals (SDGs). Why? And what should be the response? I see two fundamental issues. Firstly, KM as a professional endeavour evolved primarily from the consulting industry, and to some extent academia. So, the KM community largely lacks the skills and experience in public policy development and change advocacy found in other sectors. To overcome this, the KM community needs to not just promote multiple knowledges approaches, but actively use them through the increased use and facilitation of transdisciplinarity. Secondly, the SDGs will not be achieved by the UN or its Member States, rather by the billions of individuals across the world who need to be able to integrate them into their daily lives. But every one of us has different realities, leading to divergent and often conflicting perspectives, making implementation complex and hard. So, the UN and Member States shy away from the 'coal face,' instead issuing detached strategies and plans that are never implemented. Overcoming this requires a radical transformation to embed complexity science in KM for development, drawing on complex adaptive systems expertise from other sectors through transdisciplinarity.

Keywords: transdisciplinary transdisciplinarity complexity advocacy policy

Andreas Brandner

Executive Director, Knowledge for Development Partnership,
Managing Director, Knowledge Management Austria

Knowledge is at the heart of sustainable development. It is an essential resource for all parts of our societies – ranging from individual citizens to companies, organisations and public bodies - and only through partnership and collaboration we can master the challenges of the future. But knowledge without values is dangerous. That is why we selected the symbol of the olive twig for the Agenda Knowledge for Development: the leaves represent the different kinds of knowledge and the diversity of humankind.

The twig is representing common, human values – as for instance expressed in the Universal Declaration of Human Rights and Agenda 2030. By linking values with knowledge we can create a peaceful and better world - together. To put this into practice, knowledge partnerships need to be developed. I envision a global knowledge for development partnership, built on strong, self-determined knowledge partners, rich in diversity, engaging and inclusive in its work, linked with thematic, national and local knowledge partnerships and hubs, reaching finally every single citizen.

Knowledge partnerships provide a transdisciplinary and inclusive space for dialogue, for the assessment and advancement of local/regional knowledge ecosystems, the improvement of legal frameworks, the initiation of joint programmes, the integration of knowledge silos, inclusion of minorities and migrants, and awareness-raising for the relevance of knowledge in society, and finally for bridging global opportunities to local realities. Stable financial resources, political commitment, and of course knowledge and attention need to be dedicated to these knowledge partnerships that complement essentially the traditional sectors like schools, universities, industry or media. Knowledge foundations or funds are essential to guarantee sustained knowledge partnerships, to connect knowledge silos and to integrate bodies of knowledge to achieve higher societal impact.

I give special credit to the millions of social entrepreneurs that play an important role within healthy knowledge ecosystems; to those who left the comfort zones of traditional business, science, and politics, taking the financial and social burden to make a difference for a better future. They are shaping future knowledge societies, and their contributions need to be respected.

I advocate for the advancement of competence in knowledge work, knowledge management and knowledge politics. These are not given naturally, but they can be learnt and improved. Specifically in this regard, every single person, every organisation and company, and every public body can contribute to better and more competent knowledge societies.

Knowledge sciences should be considered a core scientific domain by universities and also by students. It is the ultimate discipline behind most uprising professions, and its future is promising, its relevance can only increase. At some point we may have more knowledge scientists than MBA graduates.

Finally, I dedicate my last statement to the knowledge of nature. We must value nature as our most important knowledge partner in the fight against climate change. Advancing knowledge about nature will increase appreciation and needs prioritising in schools and beyond. Loving nature is then the next step, the ultimate key to biodiversity and peace with our planet.

Keywords: SDGs, knowledge societies, human rights, knowledge management, knowledge competencies, knowledge politics, social entrepreneurship, knowledge partnerships, knowledge cities, knowledge foundations, knowledge funds, knowledge sciences, knowledge of nature.

Valerie Brown

Emeritus Professor, University of Western Sydney and Director, Local Sustainability Project, Fenner School of Environment and SocietyAustralian National University

Knowledge for development is knowledge that everyone, in all communities, can share their ways of thinking about their worlds. We all have multiple ways of thinking which give us entry into our personal worlds, that is, our physical, socioeconomic, ethical, creative and empathetic worlds. Knowledge for development partnerships allow us to celebrate our diversity together, as individuals and as communities, towards a better world for all of us.

Keywords: knowledge, development, partnerships, communities

Peter Bury

Management & KM consultant/facilitator

The process towards agreeing and working on the SDGs has been a major improvement on the Millennium Development Goals (MDGs) process. From the start, it was set up with a globally inclusive participative approach. For the first-time, development refers to humanity and its environment on the whole planet. This facilitates holistic inclusive processes that, in theory, can cater for true global Information Management and Knowledge Sharing (IMKS). Away from traditional top-down knowledge transfer approaches, Knowledge Management for Development is, or should be understood as short for IMKS for Development. To be clear, lots of knowledge and information exists and grows at all levels across all categories of stakeholders. Stakeholders are the citizens on this planet, all of us. More knowledge and information will emerge, but that is not the point. The point - the challenge - is to advocate for, to promote and to establish a global practice of knowledge management that allows synergies, cross-fertilization, bottom-up and top-down, horizontal and vertical learning and sharing.

My vision, at least for the period until 2030 covered by the current SDGs, is that the above understanding of a global good practice of knowledge management for development, is advocated for, endorsed and fully integrated into all elements and approaches towards achieving each SDG goal. The 2030 Agenda for Sustainable Development (UN, 2015) states that 'The spread of information and communications technology and global interconnectedness has great potential to accelerate human progress, to bridge the digital divide and to develop knowledge societies…' Note that I propose to rename the term 'Knowledge Societies' to 'One Global Knowledge Sharing Society'. The proposed Agenda Knowledge for Development operationalizes Knowledge Development Goals (KDGs). The concept of 'Knowledge Societies' has been championed by UNESCO and others in recent years. We need to go a step further. In this increasingly interconnected and interdependent world, if we are to survive as a species, we increasingly need to ensure that self-determination of communities and societies, based on their own realities, is compatible with and takes into account globally accepted realities, basic human values and rights, including respect for the commons. It is my aim to contribute to this endeavour at the global level through KM4Dev and in my local environment through facilitation of and participation in transition processes. I'll try to be and remain an earth guardian.

Keywords: SDGs, MDGs, participation, information management, knowledge sharing, knowledge management, self-determination, KM4Dev, personal commitment

Erhard Busek

Chairman of the Institute for the Danube Region and Central Europe (IDM), Former Vice chancellor and Minister for Science and Research, Austria

It is generally known that we are living in a time where quick developments are happening. Nearly everything is happening at the same time, and we have difficulties to make distinctions and also to know where we are standing. On the one side, we have a system of a lot of think tanks, research institutions and so on but, on the other, we are not really able to handle the problems which you can see, for example, by the refugee question in Europe. I think we need a new enlightenment because those who have political responsibility are not really able to take the right approach and to work practically on implementation. There are a lot of proposals existing but not too much is happening in moving things forward. This is a question of knowledge. Maybe it makes sense to look back to Immanuel Kant who made an outstanding contribution in this direction. He was criticizing those who were too lazy and not intelligent enough to contribute to the development of humankind. That is also true today.

Keywords: refugees, new enlightenment, social problems

Kemly Camacho

General Manager, Cooperativa Sulá Batsú, Costa Rica

El lema de la Cooperativa Sulá Batsú, de la cual soy fundadora y coordinadora, es 'Por una sociedad de Saberes Compartidos.' Con esta guía es que hemos venido trabajando durante 15 años en el marco de la sociedad de los conocimientos. Reconocemos que el conocimiento se ha convertido en el factor de explotación mas importante en las últimas décadas y que es necesario reflexionar y actuar sobre esta situación. Ya no somos solo las personas físicamente el mayor producto de consumo, sino nuestras ideas, experiencias y saberes.

Alrededor del conocimiento, que es sumamente volátil e intangible, se desarrollan en estos momentos juegos de poder muy importantes. La innovación - aspecto clave de la sociedad digital- requiere la mayor cantidad de conocimientos diversos posible para desarrollarse. Como, por ejemplo, en la inteligencia artificial donde es indispensable la variedad de perspectivas para la creación de algoritmos. A nombre de esta producción innovadora se desarrolla un discurso de inclusión que es muy notorio en el caso de algunos de los programas de inclusión de las mujeres en la sociedad digital.

Nuestra propuesta de saberes compartidos impulsa el conocimiento como bien común en manos de los pueblos que los producen. Nos preocupamos y nos oponemos al el extractivismo de conocimiento que se realiza a nombre del discurso de la inclusión.

Una sociedad de saberes compartidos donde todos los conocimientos estén a un mismo nivel, sin que unos por su formato, forma, lengua o lenguaje sea superior al otro. Y donde lo que se construya a partir de su intercambio sea en primera instancia para el bien común a partir de un acuerdo de las partes que participan en su construcción.

The moto of the Sulá Batsú Cooperative of which I am founder and coordinator, is 'For a shared knowledge society.' With this to guide us, we have been working for 15 years within the framework of

the knowledge society. We recognize that knowledge has become the most important factor in development in recent decades and that it is necessary to reflect and act on this situation. We are not only people and consumers but we are the sum of our ideas, experiences and knowledge.

Knowledge, which is highly volatile and intangible, is the subject of very important power games at this time. Innovation - a key aspect of the digital society - requires as much diverse knowledge as possible to develop. This is the case for, for example, artificial intelligence where the variety of perspectives for the creation of algorithms is indispensable. In the name of innovation, a discourse of inclusion has been developed that is very applicable to our programmes for the inclusion of women in the digital society.

Our shared approach to knowledge promotes knowledge as a common good in the hands of the people that produce it. We are concerned about and oppose the extraction of knowledge that is carried out in the name of the discourse of inclusion. We advocate for a society of shared knowledge where all knowledge is equal with no format, form, language is superior to the other. And knowledge created from exchange is, in the first instance, for the common good, based on an agreement of the parties involved in its construction.

Keywords: knowledge societies, power, innovation, women, ICTs, common good, global public good

Francois Carbonez
Board member, International Disability and Development Consortium (IDDC)

In order to achieve the objectives of the 2030 Agenda for Sustainable Development, we must recognise that the sharing of knowledge and expertise between different stakeholders – be it countries, NGOs, or private actors – are key elements in the context of the Global Partnership for Sustainable Development, allowing people in developing countries to benefit from all available knowledge to achieve their full potential. When it comes to persons with disabilities in developing countries, and especially those among them susceptible to multiple discriminations, such as girls and women with disabilities, the importance of knowledge to participate fully in society is even more striking. This can also be derived from the UN Convention on the Rights of Persons with Disabilities, a binding human-rights' instrument ratified by a vast majority of countries in the world.

For persons with disabilities to fully realise their human rights, knowledge is consequential at multiple levels. On an individual level, knowledge through education allows persons with disabilities to be aware of their civil rights, and of the possibilities that are offered to them. It will empower them to take an active part not only in the economy but also in cultural and political fields, furthering a virtuous cycle towards more and more awareness and inclusion in society. At national level, beyond the obligation that States have to provide inclusive education and a decent quality of life to all their citizens, the management and sharing of knowledge is vital to persons with disabilities, especially when it comes to assistive devices and the digital divide. In a world steeped in more information every day, knowledge management is more than ever a crucial tool for States to make good on their obligation to promote the rights of persons with disabilities. Therefore, if we want to make sure that the Agenda 2030 leaves no one behind as it pledges, we cannot emphasize enough the importance of accessible, inclusive knowledge.

Keywords: knowledge sharing, SDGs, developing countries, persons with disabilities, UN Convention on the Rights of Persons with Disabilities, human rights, education, inclusive knowledge

Francisco Javier Carrillo

President, World Capital Institute, Mexico

That Knowledge constitutes the most important basis for development is a widely held proposition, one often introduced in political discourse. The millenary idea of associating human improvement to the individual and collective knowledge base gained momentum over the turn of the Century with the emergence of the so-called Knowledge Economies and Societies. However, very few policies and development programmes around the world have been up to now deliberately and competently grounded on Knowledge-based Development (KBD). This may be due to two reasons: a limited understanding of the leveraging potential of knowledge for human activity systems and the lack of political capacity to carry through the changes required to capitalize on such potential. Whereas 'knowledge-based' is most often understood as intensive in factors such as science, technology, innovation, digital infrastructure, education and highly-skilled human capital, this is proving insufficient to deal with the complex challenges that societies and mankind as a whole are confronting today.

Beyond productivity and growth – now stalling in an unprecedented way - social and environmental unbalances seem to be expanding and the viability of the global ecosystem seriously impaired. Paradoxically, the transformational potential of knowledge-based value creation remains largely untapped. This is precisely because it entails a different value dynamics than the one received through the industrial mind-set. Knowledge for Development cannot be simply an acceleration of the same value system. KBD requires both an understanding of the unique creative potential of symbolic experience and a bet on the possibility for humans to evolve into self-conscious and self-regulated societies. A new economic culture based not merely on the accumulation of stock, but on the dynamic balance of all major valuable elements for the viability of planetary ecosystems, KBD implies qualitative growth. Hence, advancing the Agenda Knowledge for Development involves a redefinition of both sides of the equation: the capital base upon which working agents operate as well as the dimensions of viable improvement regarded as their purpose. Discovering what these are and how they systemically interrelate opens up a richer and more encouraging possibility. Acknowledging that the KBD agenda is still sketchy and that its true potential has been only rudimentarily grasped is a precondition to engaging in the kind of human effort required to take it forward. To the extent that we realize our current ignorance, we might be setting the grounds for a more profound transformation and perhaps opening the possibility to a different and viable human presence on Earth.

Keywords: knowledge societies, knowledge for development, knowledge-based development, political discourse, complex problems, transformational role of knowledge, Agenda Knowledge for Development, environment

Rob Cartridge

Head of Global Knowledge, Practical Action

In the seminal work 'Small is beautiful' published in 1973, Fritz Schumacher wrote: 'The gift of material goods makes people dependent, but the gift of knowledge makes them free – provided it is the right kind of knowledge, of course. The gift of knowledge also has far more lasting effects and is far more closely relevant to the concept of 'development.' Schumacher was the founder of Practical Action and for the last fifty years we have sought to share knowledge with, and between, some of the world's most marginalised communities in order to tackle poverty. So it is no surprise that I feel most strongly that there needs to be greater attention to improving knowledge flows and knowledge systems within the SDGs. The challenges of the 1970s have been replaced by new challenges like the digital divide, which we must turn into opportunities. But improving people's access to appropriate knowledge in appropriate

formats, at the right time is a critical element of empowerment, and of a journey out of poverty. There is enough knowledge in the world to answer most of the biggest questions of global poverty and climate change. More research is not needed. The solutions that will help us achieve the SDGs on water, agriculture, energy and gender, for example, all exist. But the knowledge is not held by the right people, or in the right format. It is not actionable. There are systemic barriers which must be overcome, and an enabling environment must be created. The development industry, and everyone tackling poverty across the world, also face enormous challenges of knowledge management. As an industry we are poor at learning. Our activist culture, and focus on fixed term, three-year projects, does not encourage us to learn from our work or from each other – and this failure challenges our legitimacy. When Schumacher founded Practical Action (as the Intermediate Technology Development Group), his focus was on knowledge transfer from North to South. In 2017, we know that we have much to learn from people living in vulnerable communities, as well as share with them. So building a two way, more effective knowledge system, which includes people who are the very hardest to reach, will bring great benefits to us all.

Keywords: Fritz Schumacher, Practical Action, knowledge management, knowledge transfer, development projects, poverty, SDGs, digital divide

Virginia Cavedoni

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In efforts by the international community to 'develop' and 'democratize' countries in the global South, through the transfer of Western Liberal institutions, for example democratic and legal institutions, local knowledge has often been overlooked. Both in the implementation and transitional phases. One interesting issue I have encountered during my studies in Governance and Development, is the lack of consideration given to local and traditional knowledge in the context of law. The transfer of legal institutions has been common practice since the 1960s, with scholars and policy makers taking an interest in poorer nations and looking at development as a process of evolution from tradition to modernity, overlooking the cultural importance of customary law and the role it plays in society. In 2016, the International Development Law Organization (IDLO) worked to support Somali traditional dispute resolution in a country where only 30% of citizens turn to the formal justice system to resolve disputes. They did this by training local elders on human rights and national law, therefore incorporating the transplanted western concept of law into the traditional local systems of dispute resolution. To me, these forms of knowledge-sharing and mechanisms of knowledge integration both bottom-up and top-down are crucial to the sustainability of development of legal systems. Recognizing the importance of, and respecting, these systems of customary law in varying contexts is essential.

Keywords: local knowledge, transfer of legal institutions, traditional customary law, International Development Law Organization, knowledge sharing, knowledge integration mechanisms
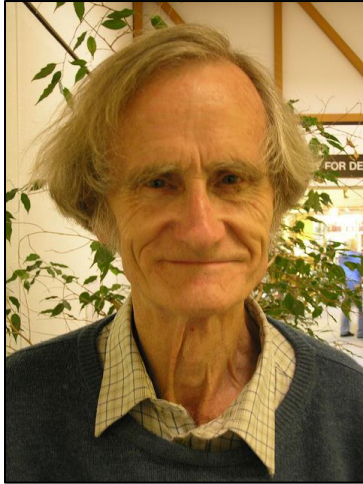
Robert Chambers

Professor, Institute of Development Studies, University of Sussex, UK

The answer to the rhetorical question 'Can We Know Better?' is 'Yes we can'. The history of humankind and of development is spectacularly littered with error. We desperately need to be less wrong, more realistic and more in touch and up to date with ground realities and accelerating change. The priorities for what we need to know and how we struggle to know it themselves change and are changing ever faster. The urgency of transforming our approaches and methods for knowing has been made more acute by the virus of fake news, malicious invasions of personal privacy and covert digital manipulations for political purposes. More than ever we need multitudes of world citizens who share a passion for truth, respect for the views and knowledges of others, and a nimble and eclectic methodological pluralism in approaches and methods.

Three fundamental pillars underpin knowing better: first, critical reflexivity and willingness to accept one's own errors; second, an ability to listen and appreciate others' points of view; and third, accepting that all social realities and knowledges are provisional and evolving. We need a worldwide drive to spread and embed these three fundamentals. For this they must be a core part of education, with foundations laid in primary schools, and then taught and practised in all secondary schools, colleges and universities. A movement is called for in many dimensions and at all levels – local, national and international. In innumerable small and some much bigger ways, willing and committed teachers, lecturers and activists can be pioneers. Many, scattered around the world, have already started. This is a quiet revolution. To drive it we need an ever-multiplying host of inspired and passionate revolutionaries supporting one another. The time for us to start is now.

Keywords: mistakes, fake news, privacy, digital manipulation, development, methodological pluralism, critical reflexivity, learning, transformation

Somoey Fancy Chepkirui

Communication and Fact Checking, Kenya
Chepkirui is an Information Professional, passionate about Information and Knowledge Management at large. She is a researcher and a publisher.

The creation/capture, storage and dissemination of knowledge is key in attaining the Sustainable Development Goals and the Vision 2030. Ensuring healthy lives and promoting well-being for everyone is currently the need of the day resulting from public awareness and emerging epidemics, for instance Covid-19. In some other instances, lack of or little access to the best medical facilities. Knowledge Management plays a key role in achieving a sustainable healthy world by documenting knowledge on existing and new diseases, medicine and possible treatments based on existing knowledge, vaccine manufacture etc. KM is also integrated in wildcrafting and foraging herbal medicines. (Note: most of these herbs are not FDA approved).

Keywords: Health, FDA, COVID-19

Paul Corney
Knowledge et al, UK

Firstly, I'd like to thank the organising committee of the forthcoming conference in Geneva for the opportunity to share my thoughts on this topic. I believe it is the right time to be addressing the important role global institutions can play against a backdrop of the re-emergence of nation states and a potential reduction in budgets for the global development community. Definitely a case of doing more with less! The biggest challenge as I see it is how to translate these strategic goals and visions into effective implementation; to learn from what's been done before; to tackle events safe in the knowledge that the best knowledge on that subject has been mobilised before actions taken; and to ensure that communities and people are equipped and empowered to address issues now and in the future. For me, effective use of knowledge has always been about improving decision making at all levels of society whether in a client / consumer facing role, providing administrative support or setting policy. I'd like to highlight a couple of the specific goals of the Agenda Knowledge for Development to illustrate what I mean.

Development organisations should be aware that their financial means and knowledge resources make them part of the problem. Any development practitioner and organisation has the responsibility to critically reflect on its practices, its success and its wider impact on development – including the growth of knowledge and independence in the developing countries. Providing resilience for communities weaned on development support has to be at the forefront of our efforts: self-sufficiency and ownership based on good access to knowledge and information; information literacy should be an objective. We have to make ourselves redundant! By avoiding prejudice and ignorance, by opening up for the new, by sharing our knowledge with others who need it, we will not only create a better world, but we will also grow as human beings. We cannot delegate this responsibility to the governments, experts or Artificial Intelligence. The Agenda Knowledge for Development will be realized through a multitude of small and responsible steps taken by many actors, with boldness in the projection and patience in the implementation. Special attention should be given to the competence of knowledge service professionals. Not only the professional knowledge of his/her domain, but also the competence to add real value to societies based on high ethical standards are to be developed at the highest possible level. The development community is awash with great toolkits, instructional videos and how to guides. While the forthcoming ISO KM Standards should provide a principle-based set of guidelines for Knowledge Management Systems, is there a common coordinated global development approach to competence development in the field of knowledge and information management? And to what extent do the development goals include equipping communities with information and data literacy skills, while capturing essential data and information on which policy can be developed?

My vision (my future story) is as follows and focuses on a country I have recently visited for a community/World Bank Group sponsored set of knowledge events: It's September 2024 and, after very heavy and unseasonal rainfall which many experts attribute to climate change, severe flooding is predicted along the Nile. 2020 WHO / World Bank efforts using a range of handheld devices aimed at improving the quality of data collection and analysis from the field, health centres and municipalities in outlying areas and provincial capitals have proved effective. A lot is now known about the physiology and population density of the areas potentially impacted and how similar regions around the globe have dealt with such incidents. Though many of the development community left in 2021, those NGOs that remain in the country have been working in conjunction with the new administration to ensure rapid approval/response times should a crisis arise. That same year, the local population and health centres were empowered after a set of 'what's in it for me?' events to develop contingency plans for evacuation and immunisation against the waterborne diseases that will follow. Reviewed annually, with the results shared among all communities at regional events and via state media, this will be the first 'live' test. Fortunately, in 2024 the country-wide health informatics system went live so a year on all doctors are equipped with access to the latest knowledge on how to manage the outbreak of illness post-flooding and have the ability to connect with health professionals and medicine providers nationally using the UN sponsored and cloud based 'webinfo'. The people's trust in technology and information is improving from

a low point. The official population census of 2022 and the eradication of Mycetoma after a government sponsored footwear education campaign the following year proved watershed moments. As people's collective knowledge has increased so prejudice has decreased. Knowledge is no longer viewed as power but a resource available to all. As a result, in 2023 a country wide knowledge and information literacy programme was developed by the international development community in collaboration with Sudanese universities and run by its local agent, the Sudanese Knowledge Society, for all citizens. Delivered as blended learning, it focused on data, cyber security and the effective use of knowledge and information, and has become part of the teaching curriculum. It has helped tremendously in improving the quality and quantity of content and people's understanding of its importance. At a regional and government level, it and an investment in predictive analytics has significantly improved their ability to create evidence based policies and to allocate resources and research funds to where they are needed. Crisis and health management are now informed by data, science and knowledge.

Keywords: Knowledge Development Goals, effective implementation, decision-making, knowledge management, ISO, toolkits, communities, vision

Sarah Cummings

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Can you imagine that you are in a situation where no-one listens to you or believes what you have to say? And the reason they are not listening or believing is because of your race or your gender or where you come from or your accent, or an intersectional combination of all four or more? Or imagine that the knowledge of your community is seen as worthless and ignored, even when the community will suffer most when efforts to change it go awry? As the author, Rebecca Solnit (2017) wrote:

'If our voices are essential aspects of our humanity, to be rendered voiceless is to be dehumanized or excluded from one's humanity.'

In global development and our daily lives, it seems to me that we need to hear the individuals and communities who are not being listened to, as well as putting in place knowledge practices which try to redress the balance. With K4DP and colleagues from KM4Dev, we have been trying to do this with this new edition of the Agenda Knowledge for Development which puts more emphasis on local, Indigenous and First Nations' knowledges, on countering epistemicide or the death of knowledge, and on greater recognition that sustainable development needs to start with self-determination and local realities.

Keywords: epistemic injustice; sustainable development; knowledge practices

Eli De Friend

Capacity Building Resource Exchange – CAPRESE, Switzerland

From an early age, I had great respect for the carving on the Temple of Apollo at Delphi: γνωθι σεαυτον. As a scholar of Classical Greek, I appreciated Socrates' insistence that none of us know anything, and that wisdom comes from being aware that our so-called 'knowledge' is frequently developed without any rational process. The subjectivity of the epistemological process was not called into question, simply the rationale. Years later, I started a career in IT and everything was about data. A decade later, in the year 2000, I first discovered the concept of Knowledge Management, which was described as the process of ensuring that the right information gets to the right person at the right time. Only a few years later, I realised that some people differentiated between Data, Information, Knowledge, and Wisdom and that there were multiple models, frequently in the shape of pyramids or ladders demonstrating their inter-relationships. Recently, thanks to a model developed by Pavel Kraus and Gil Regev, I have come full circle to consider that knowledge is a subjective and constructivist blend of perception, information, and experience. So how does that perspective on knowledge help support development?

Well, for a start, it could influence how we design and implement capacity-building programmes. If you want to teach a horse to drink the water that you have led him to, you might want to understand how the horse relates to the process of drinking, what he knows about various types and sources of water, and how he feels about being led. When we try to improve livelihoods, we are bringing change. It is all very well to have a clear vision of the end goal, as in the graphic below, but what do we know about the starting point? If you are coming from downtown Manhattan, your path to achieve the SDGs will be very different to the one you would take if you set out from the Darfur region or from a Rohingya village in Rakhine state.

So our development programmes must necessarily be tailored to the intended beneficiaries, their culture, and their existing knowledge, rather than assuming that a cookie-cutter, one-size-fits-all approach has any hope of succeeding. Not only must we bear in mind these cultural and perception differences at the level of the community, but also with respect to individuals. This may seem obvious, but if we remain actively aware that each individual around a conference table is not only bringing their institutional viewpoint, but that this official perspective is being coloured by the individual's own constructivist worldview and understanding of the subject under discussion as well as its overall context, we can be more effective in building mutual understanding and consensus towards achieving specific goals.

Keywords: knowledge, subjective knowledge, knowledge for development, constructivism

Felice Davids

Bachelor's student, Liberal Arts & Sciences, University College Utrecht, The Netherlands

In the summer of 2017, I was part of an anthropological research project aiming to assess the long-term impact of severe maternal morbidity on the lives of women in Zanzibar, Tanzania. As part of the project, I performed participant observation, staying with a family where the woman had almost died during pregnancy three months prior to my arrival. It was during this project that I got to appreciate the links between power, knowledge and health.

The concepts of power and knowledge have been explored by many great scholars. Bourdieu on habitus and capital, Gramsci on hegemony, and Foucault on how power and knowledge presuppose one another. Furthermore, I find the

concept of structural violence highly useful, namely the violence of injustice and inequity. In the field of global health, the concept of structural violence has been used to explain how economic, political, legal, religious, or cultural structures become embodied as illness and suffering: it is those who are poor and marginalised who experience avoidable harm. In addressing issues of structural violence, providing access to knowledge for all is vital. This is for example acknowledged in the Three Delays Model of maternal health where the first delay is the decision to seek care. If women and birth attendants do not have access to the knowledge needed to recognise complications in time, unnecessary deaths might result.

During my research on Zanzibar, I got to see how poverty and a lack of access to knowledge can have a detrimental impact on health. The woman I stayed with became a case of maternal morbidity as a result of factors such as patriarchy, a lack of education and financial resources, and limited access to (knowledge of) family planning services. During one of our interviews, she was highly critical of herself and her society and said that it happens all too often that 'young women get sick and have a pregnancy that goes wrong because they don't care about their health first.' Again, I would like to address the underlying structures and add that women often don't have access to the knowledge that will allow them to care about their health first. If we are to reach SDG7, it is vital that we acknowledge the link between knowledge and power and address the underlying structures that produce avoidable suffering.
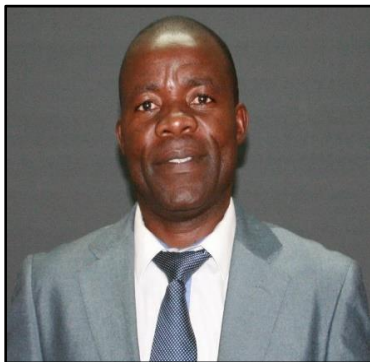
Charles Dhewa
Chief Executive Officer, Knowledge Transfer Africa (KTA), Zimbabwe

Working at the intersection of formal and informal agricultural markets in Africa, I am getting frustrated by the realization that policy makers and development agencies take action when they have run out of options, not on the basis of knowledge. For example, governments and their partners start building marketing infrastructure and addressing sanitary issues when there is an outbreak of a disease, such as cholera or typhoid. Before that outbreak, all knowledge and evidence will be ignored or used partially. Emergencies, like cyclones, tend to trigger more resources and attention than knowledge that demonstrates how such emergencies could be avoided or mitigated. Responding to emergencies is certainly unsustainable and leads to misuse of scarce resources. When decision makers take action on the basis of emergencies and lack of options, we can't talk of sustainable development but dangerous short-termism. If a small proportion of all the knowledge being generated in the world is applied, we will address most of the wicked problems such as climate change, malnutrition and poverty. It seems the contested nature of knowledge fuels poor decision making since self-interest begins to carry the day. When policy makers see that knowledge generators such as researchers have no consensus, they resort to their own alternative sources of advice. My dream is a knowledge society where all these issues receive adequate attention and resolution. At the moment a lot is known, including the right answers or evidence, but responsive action is missing. An increase in sources of knowledge is also increasing the amount of time and resources one needs to invest in order to arrive at the most useful answers. My other concern or ambition is how knowledge brokers can effectively use their skills to redistribute power in ways that democratize knowledge. In my part of the world, I work with communities who practice knowledge management without giving it that name. What would it take for those who hold power to recognize such practical wisdom as knowledge that can change the world? While several UN agencies continue to do commendable work, how can they recognize their impact (positive and negative) on local knowledge generation and use?

There are many cases where voices from local communities and institutions are not taken seriously until a UN organization raises the same issues. For how long are UN organisations, the World Bank and other big organizations going to continue using their symbolic power to elevate issues that should be conveyed by local communities and institutions? Symbolic power in the form of logos and the convening power of UN organisations represents a hierarchy of credibility which makes it appear what these organisations say

should be considered the first truth, followed by what comes from government authorities and lastly, local community views. Even if intuition from local communities are more authentic and reliable, symbolic power makes what comes from the UN agencies and the World Bank more believable to global audiences. Tackling the above issues will position Knowledge Development Goals as an ideal filter for Sustainable Development Goals.

Keywords: agricultural markets, Africa, decision-making, knowledge, ignorance, development organisations, sustainable development, emergencies, knowledge brokers, knowledge as power, UN, World Bank, communities, Knowledge Development Goals

Petru Dumitriu
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The 2030 Agenda for Sustainable Development is the most ambitious and comprehensive document adopted by the United Nations after the Universal Declaration of Human Rights. It is conceived as an unprecedented expression of multilateral, integrative and transdisciplinary work. A new underlying approach is expected to operate in its implementation. While the Millennium Development Goals were a collection of separate objectives, the 2030 Agenda intends to be universal and indivisible. It aims at bringing together the three main pillars of the United Nations: peace and security, development and human rights. It aspires to determine about 65 United Nations entities to move away from fragmentation, duplication and working in silos. As all Member States are committed to implement the 2030 Agenda, the United Nations system is also expected to fuel more collaborative patterns and synergies at national level. The bar being raised that high, it appears that knowledge can play the role of ultimate federative factor of the 17 goals and 169 targets. Knowledge is the main connector among United Nations Charter organs, specialized agencies, funds and programmes, and the multitude of non-state stakeholders.

Knowledge is the common denominator of all mandates and actions by the United Nations, which goes beyond thematic and geographic borders. More than goods, services and capital, knowledge is what fuels the dynamics of our globalized and interdependent world. The United Nations system is the generator and disseminator of a special kind of knowledge, one based on values, solidarity and social justice. It was knowledge about all potentially conflicting spheres of interaction that made possible cooperation among Member States, irrespective of their size and location, in so many areas of high complexity and diversity: from the outer space to the high seas, from communications to trade, from health to intellectual property, to name but a few. It was the dissemination of knowledge about human dignity that built the authority and the comprehensiveness of the United Nations' core treaties on human rights. It was the United Nations that has gradually enhanced awareness of our interest to systematically protect the natural environment, at a time when many governments were busy making nature yield to their will. It was based on dissemination of knowledge that, after long years of stubbornness, governments across the world accepted the reality of climate change and the responsibility they have in taking immediate action to stop a suicidal trend. If the new approach on the Sustainable Development Goals implies building bridges between so many protagonists and areas of interest, knowledge is the raw material those bridges are made of. Knowledge means lessons learned from the past and also new ideas and concepts.

The United Nations is not just an honest broker and facilitator among donors and recipients of development assistance. It is not just a conveyor belt of financial resources from the developed to the developing world. As a promoter of development cooperation, the United Nations is a disseminator of knowledge. Impressed as we are by the new approach on development, we should remind ourselves that the vision on development that the United Nations recommends with the new agenda is built upon knowledge generated and acquired over its entire existence. This past is not confined to the 15 years' rule of the Millennium Development Goals. We should not forget the 1950s, when the United Nations laid the foundation of unprecedented thinking and practice on development by producing, with the help of

Nobel laureates, landmark reports, among which the famous 'Measures for the economic development of undeveloped countries' and by institutionalizing a new brand of technical assistance. Or the 1960s, with the launching of the first United Nations' Decade on Development; or even the unsuccessful attempt to impose a New International Economic Order in the 1970s. The United Nations had also its own times of hesitation, with the emergence of the Washington Consensus that challenged what seemed to be the traditional United Nations' conceptual stand. Add to these avatars, its time of hyper-optimism in the 1990s with the advent of a human dimension of development and the accompanying plethora of UN World Summits which placed global issues among the priorities of all responsible governments. It is that institutional knowledge that needs to be better valorised. The use of financial resources without value-based knowledge is waste.

The development of technologies without human-centred contents is meaningless. To be more than a good concept, the 2030 Sustainable Development Goals need indeed the active mobilization of knowledge generated and shared in the service of global public goods by the United Nations' system and other international organizations, governments, the private sector, civil society organizations, and academia. From this perspective, the dynamic knowledge partnership that is proposed by Knowledge Management Austria is a timely initiative with the potential to generate and develop additional renewable intellectual energies for the 2030 Sustainable Development Goals' Agenda.

Keywords: SDGs, Universal Declaration of Human Rights, transdisciplinary approaches, peace, development, human rights

Nancy Dixon
Common Knowledge Associates, USA

I want to propose what may seem to some a radical goal for the international development agenda: The most impactful way for knowledge to serve development is for every successful, local, intervention to 'Pay it Forward' to another facility or region. For example a team in a region that has reduced HIV, 'Pays it Forward' by taking what it has learned to another region to help that region accomplish what the originating team has learned to do. A city that has successfully reduced e-coli in its water 'Pays it Forward' by sending a team to a sister city where the water is still causing disease.

The current way knowledge transfer is attempted is that the funder (e.g. the agency, foundation, NGO) of the intervention, builds into the contract that those providing the technical assistance to the originators have the responsibility for spreading the intervention after it has shown to be successful. But that practice is flawed for two reasons. First, technical assisters typically obtain the knowledge of what happened through interviews. Interviewers can obtain the explicit knowledge of the originators but much of what the originators will have learned while doing the implementation is tacit, which, by definition, the originators are unable to articulate. Tacit knowledge is available when the person who holds that knowledge is embedded within a context where the knowledge is needed. Secondly, using the technical assisters to transfer the knowledge takes the success away from the originators and makes it the success of those that provided the technical assistance. 'Paying it Forward,' as described above, acknowledges the success of the originators. The originators, being present in the new situation, can transfer both their explicit and their tacit knowledge to others. Calling on their tacit knowledge they can make adaptations to the new context.

Moreover, the act of calling on that tacit knowledge, strengthens and sustains that knowledge within the originators. 'We learn when we teach.' Agencies, foundations and NGOs can support 'Paying it Forward' by providing enough funding to pay for the time and travel of the originators to work with another facility or region. And technical assisters can help by identify sites that need the knowledge the originators have gained. There is a lot of talk a lot about South-to-South, but it is not South-to-South as long as the technical assisters take on the task of spread. It is empowering for implementers to put down the role of

helpee and to take up the helper role. We actually already know a great deal about how to 'Pay it Forward' from regions that have twinned or groups who have conducted peer assists and site visits across regions and countries. We have learned through the use of positive deviance, as well. Transfer is the biggest challenge improvement projects face. The answer is to quit attempting to spread something that technical assisters can't know enough about, rather to provide the financial support for those that accomplished the intervention to spread it.

Keywords: playing it forward, local knowledge, knowledge transfer, South-South cooperation, multistakeholder processes, tacit knowledge, technical assistance, development practice.

Abdelkader Djeflat
Chairman and founder of the Maghreb Technology (MAGHTECH) network, former Dean of the faculty of Economics of Oran University, Algeria

In African countries the fundamental ingredients in terms of sustainable knowledge for sustainable development remain often missing in the face of newly opened economies, and increasing competitive pressures. This raises the questions of the opportunity of insuring sustainable development while the knowledge base remains rather weak and policies often short-sighted. Sustainability of growth rests fundamentally on the capability of properly harnessing knowledge and properly setting up working innovation systems. In other words, sustainable knowledge remains paramount to sustainable development. The critical resources become both fundamental and practical knowledge, local entrepreneurial dynamism and trust. It is quite clear that all components of knowledge systems have to be replaced within that specific context of under development. Current endogenous capabilities of African countries depend very much on the extent to which they have access to advanced knowledge and can participate into the reproduction and production of the needed knowledge throughout generations, not neglecting their own endogenous knowledge capital. For that, complete and fully operational innovation systems appear as one of major conditions for sustainability. Innovation systems that are complete, mature and properly governed backed by properly harnessed and constantly upgraded ICT capabilities and full mobilization of the enormous human potential Africa has both domestically and abroad. This is also one of the conditions to make it possible for Africa to achieve SDGs and particularly SDG9 on infrastructure, industry and innovation.

Our network, the MAGHTECH (Maghtech.org), the largest and oldest network on the issue of putting science, technology, innovation to development (STI) in the North African region has been active in promoting these ideas for more than 20 years in the countries of the region (Algeria, Tunisia, Morocco, Mauritania and Libya). We started as early as the 1970s by examining the issues raised by knowledge transfer from the North to the South taking countries of the region as an example. Some of the countries had started their industrialization process and it became clear that the way they were going about it was not sustainable. They ended up with large industrial units and complexes without the necessary technological capabilities and knowledge to properly maintain them and to reproduce even the most simple parts. Subsequent work has shown that diffusion of knowledge to other sectors remained week if non-existent and they remained totally dependent on foreign knowledge for the renewal of these outlets when they became obsolescent. These last two decades when innovation became a key element for competition our work has highlighted the important gap they suffer from in terms of knowledge: they are still heavily dependent on knowledge produced elsewhere, hence the need to think in terms of sustainable knowledge.

Keywords: sustainable knowledge, SDG9, knowledge transfer, innovation systems, Maghreb, North Africa

Erwin Eder
Managing Director, HORIZONT3000, Austria

Rosa Luxemburg, a fighter for civil rights, once said: 'We will only succeed if we do not forget to learn.' Development cooperation works mainly project-based and involves multiple stakeholders for financing and implementing activities. Still, one can find numerous NGOs, donors, and companies working in the same sector but not knowing each other and, worse, not sharing their experiences with each other. Further, project teams often lack time and resources to collectively reflect and learn from their doings and improve their practice as knowledge management is simply not foreseen in their job description and project budgets. More than ever, the highly complex situations and scarce funding opportunities found in development cooperation need learning organisations that try new ideas and approaches, and that are continually reflecting on their practice and sharing their experiences with others working in the same field. HORIZONT3000's core business is capacity development for local partner organizations, and it is specialized in the monitoring and implementation of development projects and in expert-sending to developing countries. In this context, HORIZONT3000 recognized the importance of knowledge management in order to facilitate learning and sharing processes and improve the performance of local partner organizations.

Knowledge management, as it is understood and promoted by HORIZONT3000, is not information management which focuses on a collection and distribution of data. In HORIZONT3000's knowledge management – called KNOW-HOW3000 – knowledge refers to experience, know-how, capacity or skills. The main question regarding knowledge is how to produce, transfer, adapt it to specific contexts and share it between the right people, taking into account the socio-cultural structure and institutional setting that shape these processes. HORIZONT3000 is convinced that, in order to achieve the Agenda 2030 for Sustainable Development, it is crucial to promote organisations and project teams that reflect and learn. Learning organisations are adaptive to their environment, create a culture that encourages and supports collective and individual learning, as well as critical thinking and risk taking with new ideas. Learning organisations allow failures, learn from positive and negative experience, and disseminate the new knowledge throughout and beyond the organisation to achieve better results and long-term sustainable development.

Keywords: development cooperation, complex problems, learning organisations, capacity development, partner organisations, Rosa Luxemburg

Alistair D. Edgar
Executive Director, Academic Council on the United Nations System (ACUNS), Wilfrid Laurier University

The Sustainable Development Goals are indivisible. Without peace, ending poverty and hunger and ensuring healthy lives and well-being are all but impossible. Without gender equity, women and girls will continue to be abused, neglected and vulnerable in situations of poverty and hunger. Without sustainable energy for all, and access to safe water and sanitation, the goals of economic growth, food security, and healthy lives will remain out of reach for too many. Without inclusive and equitable quality education and lifelong learning opportunities for all – recognizing and taking account of indigenous knowledge, different cultures, and various mediums of expression and learning – humanity will fall short in its capacity to turn data into information, information into knowledge, and knowledge into appropriate and constructive decisions and actions towards achieving the goals of Agenda 2030.

ACUNS was established thirty years ago, to foster innovative and advanced scholarship – research, writing, and teaching – about the United Nations, international organizations, and the challenges of global governance. It also was intended to help build dialogue between the academic and practitioner communities. The Council's members, consisting of scholars and practitioners working on a wide range of subjects and approaching these from a broad variety of perspectives and backgrounds, support the shaping of data into information, developing knowledge, and ultimately producing critical thinking about policy choices and their potential outcomes. To this end, we strongly support freedom of thought and expression, inclusive and equitable education for all, and universal access to information; we make every effort to provide open access to as much of our work as possible and look for best practices in our dissemination of information about that work. We encourage Member States of the United Nations, private sector businesses, foundations, NGOs, and other donors to take seriously the need to invest the time, energy, and dedication, as well as funding, to build vital human capital – an educated, healthy population living in peace and enjoying gender equity – that is the basis for, and should be the ultimate purpose of, the Sustainable Development Goals.

Keywords: SDGS, women, girls, peace, inclusive knowledge societies, ACUNS, UN, freedom of thought, freedom of expression, academic knowledge, practice, UN, multistakeholder processes.

Jacobs Edo

Business Transformation Advisor, Stanford Institute for Innovation in Developing Economies (Stanford SEED), Austria

The need for quality public services delivered faster, more integrated and more ecologically friendly cannot be over-emphasized in today's world. This is attributable to many challenges, constraints and failed socio-political promises. Therefore the desire for change is apparent which means the drive for greater efficiency must be relentless and knowledge driven. Public sector productivity has often been relatively stagnating when compared to the private sector in most countries of the world. The need for economic sustainability implies that public works must become digitally enabled and transformed where possible. Digitalization continues to place unprecedented pressure on businesses, organisations and government institutions globally. That means managing our collective transition to a digitally-driven business model is crucial to the global quest for sustainability in the 21st Century and ending extreme poverty. And since digital touches so many parts of our society and development, the need for knowledge and change are more urgent than ever. The process of digital transformation encompasses two concepts: Digitalization and Transformation. While digitalisation is about making Information and Communication Technologies (ICT) integral to public functions; business process transformation applies to addressing the weaknesses that continually challenge public sector operations. A digital transformation of the African public service would enable it to embrace the much-needed change; including digital technologies and other innovative approaches to improve service delivery and redefine the value systems in the public service for a rewarding outcome. For Africa to embrace the UN Sustainable Development Goals, its vision 2030, the aspirations of its young population and public employees, the governments of Africa states will need to embark on a general public sector digital transformation programme on a scale unprecedented globally.

According to the Greeks, 'A society grows great when old men plant trees whose shade they know they shall never sit in.' Africa leaders are therefore invited to consider digitizing their public services. Knowledge for Development Partnership's (K4DP) proposal on knowledge cities can help further this vision for the future.

Keywords: development, digital, knowledge, transformation, public sector, knowledge cities

Leif Edvinsson
Professor, University of Lund, Sweden

Future knowledge societies are in an accelerating, exponential dynamic. Is it chaos or is there an intelligence pattern to be observed? An emerging approach was shared by the founder of VISA, Dee W. Hock, who labelled this evolution 'Birth of the chaordic age', based on his experiences from developing the global networked enterprise, VISA. I started to see this as a knowledge navigation system, with focus on position, direction and speed. And some decades ago, we developed the holistic platform, the Skandia Navigator, which captures 7 perspectives, namely five times broader intelligence horizons than the traditional financial economy focus. The origin of this vision is to be found in the tree metaphor, emerging from inspiration of the Asian perspective on knowledge. The tree with its roots representing the flow of knowledge in an ecosystem. And the power focus on the roots to be nourished bottom up for future fruits. Today, the economy is more and more intangibles. One distinction is the Intellectual Capital (IC) as the derived insights of 'head' value for future earning capabilities. This might be mapped as National IC (NIC). Today, we have a unique database with some 60 countries, and more than 48 systematized indicators, showing the evolution over some decades. The pattern is clear: the Nordic countries, USA and Singapore are at the top. Around 70% of the GDP formation in Sweden is dependent on NIC. How sustainable will this position be? For national knowledge performance, it is essential to address the investment efficiency of knowledge and knowledge productivity. The renewal dimensions have a major impact. The Knowledge Agenda has to address the whole spectrum of IC beyond Industry 4.0 to grasp the new Triple Bottom Line: economic, cultural and experiential value. In today's economy, it is becoming obvious that so-called knowledge economy is a quest for a better system. The action needed reflects Leonardo da Vinci's motto: learning to see.

Keywords: knowledge economy, knowledge ecosystem, triple bottom line, value creation, Nordic countries.

Rabih El-Haddad
Multilateral Diplomacy Programme, United Nations Institute for Training and Research (UNITAR)

As the training arm of the United Nations System, UNITAR is committed to equipping individuals, institutions and organizations with the knowledge skills needed to meet the Sustainable Development Goals (SDGs) and overcome global challenges of the 21st Century. UNITAR provides training and capacity development activities to assist mainly developing countries with special attention to Least Developed Countries (LDCs), Small Island Developing States (SIDS), countries from the Group of 77, and other groups and communities who are most vulnerable, including those in conflict situations. In order to do so, we leverage partnerships with a range of knowledge organizations and research-related bodies to stay abreast of the latest developments in andragogy and ensure that no one is left behind. To meet the goals, we will capitalize on UNITAR's expertise in the design and delivery of high-quality learning solutions and related knowledge products and services that are both people-centred and respond to the specific needs of Member States and other stakeholders. In the sphere of multilateral diplomacy this has particular importance because the needs and priorities of each Member State are different and thus require a tailored approach, as well as a recognition that there is no one-size-fits-all solution to capacity-building.

The Knowledge for Development Goals set out in this Agenda also call for a recognition of the value of local knowledge systems, which we work to support through our training of trainers' programmes and also by conducting workshops that aim to strengthen the capacities Diplomatic Academies across the world to autonomously deliver training activities to diplomats across the world. By forging strong knowledge partnerships such as these, UNITAR works to level the playing field in a variety of multilateral fora, to counteract the troubling tendency towards unilateralism and to reaffirm our collective commitment to multilateralism.

Keywords: multilateralism, UNITAR, knowledge skills, SDGs, local knowledge, andragogy, UN Member States

José Angelo Estrella-Faria

Secretary-General, International Institute for the Unification of Private Law (UNIDROIT)

Law is one of the cornerstones of civilisation and a basic condition for community life. Private law is probably the oldest branches of law and for thousands of years it has provided the basis for human interaction and social organisation, for instance through the enforcement of commercial contracts, the protection of family relations and the regulation of property interests. In view of its institutional role in organised human life, the quality of the law is recognised as an essential component of an orderly functioning political, social and economic system. Making good laws presupposes good knowledge of the sphere of human life to be regulated (i.e. employment, environment, trade, human rights) and adequate evaluation of the social and economic impact of any proposed new law. This requires an interdisciplinary knowledge that transcends by far the limits of the legal profession. However, a law is only as good as its application in practice. The respect for individual or collective rights assumes that those rights are known and relied upon. Knowledge about the law thus means that the addressees of legal norms are aware of their rights and able to invoke them. A great deal still needs to be done, through the development of institutional links or supporting networks of learning organisations, to ensure that legal knowledge reaches beyond court benches and law schools, and that, conversely, knowledge from the fields of social and natural sciences find their way into law making and legal thinking. There is no development without law, but also no law without knowledge. An agenda for knowledge must be seen as an indispensable component of an agenda for development.

Keywords: law, private law, interdisciplinary knowledge, legal knowledge, learning organisations, development, knowledge, Agenda Knowledge for Development.

Edith van Ewijk

Postdoc researcher knowledge co-creation in food and business learning platforms, University of Amsterdam, The Netherlands

Partnerships for the goals, sustainable development goal (SDG) 17, is crucial in achieving all other SDGs. In order to address the complex societal and sustainable challenges captured in the SDGs, several actors need to be engaged and collaborate. Central in many of these partnerships is the exchange of knowledge. Many studies - scientific, policy and evaluation – that focus on knowledge exchange and co-creation discuss the conditions of these knowledge exchange processes and the actual knowledge exchange taking place. Some studies also focus on the creation of new knowledge. There are also a lot of studies that discuss the many challenges most partnerships are facing. Exchanging knowledge and collaborating between actors with different backgrounds is not an easy task.

The body of knowledge that focuses on knowledge use, actual learning and the application of lessons learnt - in other words the impact of knowledge co-creation in partnerships - is far more limited.

Doing research on knowledge use and learning is challenging, as it requires follow up on the moments were knowledge was exchanged in multi-stakeholder partnerships. Moreover, the attribution question is hard to answer: what was learnt because of the knowledge exchange that occurred within a multi stakeholder partnership? Also, the time dimension is challenging: what a person has learnt might not be applied immediately but at a later moment of time.

Many academic articles end with the words 'we need more research' on a specific topic. Working as a researcher, I am hesitant to just conclude that 'we need more research'. There are already so many studies that deal with knowledge exchange in multi-stakeholder partnerships. I would however want to argue that we need to learn more on the use of knowledge. What have people really learnt, how did it change their perceptions, and what lessons did they apply? Have the lessons learnt contributed to achieving the SDGs? What are the main challenges? I hope to be able to make a small contribution in my own research that focuses on knowledge co-creation in food and business learning platforms, related to SDGs 2, 6 , 14 and 17.

Gibril Faal
Director of GK Partners & Interim Director of ADEPT

On 19 September 2015 at the United Nations Summit for Refugees and Migrants, I had the privilege to address member states on the subject of 'International cooperation: the way a head.' I stated that 'One year into Agenda 2030, we are in the era of implementation and action. As we make a shift of emphasis towards implementation and operations, we shall embrace and normalise the techniques and processes of effectiveness and efficiency and liberate states and non-state actors to innovate and activate options and opportunities.' Effective and appropriate development cannot happen without relevant knowledge. Knowledge itself is innately and intricately linked with migration and development. In the discourse of Knowledge for Development (K4D), there need to be emphasis on skills and knowledge-based skills. There is often frustration about those who know things but cannot do things. Development is about knowing and doing, thus K4D should put more focus on skills and actions, as practical improvements emanate from these 'frontline' factors. From the earliest dawn of human civilisation to current cybernetic knowledge revolutions, we witness migrants spreading the values, virtues and veins of new knowledge. From single or small number of clusters in different corners of the world, new knowledge and skills are shared and spread across the world by the experts and practitioners, through long term, temporary or virtual migration. People migrate to be part of knowledge communities. This is why students constitute a significant percentage of the global migrant stock.

The innate nexus between knowledge and migration is the reason why migrants are over-presented in the pantheon of Nobel laureates. Indeed, I have previously people proposed that 'people migrate to earn, learn and yearn.' Given the advanced state of communication in the 21st Century, knowledge and skill mobility through migrants and diaspora has become a very important feature in the development and operations of private, public, international and civil society organisations and institutions across the world. It is indeed timely and important that there is a structured approach to Knowledge Development Goals. This will strengthen the implementation of the Sustainable Development Goals and optimise the practical linkages with related fields such as labour and skill mobility. It is within this context that in July 2016, I developed and launched an accredited course in the UK on 'Optimising actual, virtual and circular diaspora return.' I am keen to endorse the work of Andreas Brandner and his team and look forward to future collaborations.

Ana Cristina Fachinelli

Graduate Program in Administration, University of Caxias do Sul, Brazil

The improvement of human societies is driven by developing efficient and effective strategies for using knowledge as a factor to create value on a local, regional and global scale. Thus, knowledge is a social construction and an essential factor of development with a unique value structure that characterizes complex social environments. On the other hand, the concepts and tools alone used to explain, quantify, and administer the basic material processes that sustain an industrial economy are not enough to manage those processes from the symbolic bases that underlie the knowledge society.

Being aware of this implies that new paradigms are needed to construct the foundations for knowledge-based development to map, count, and organize not only the economic impact of these factors of knowledge, but also the universe of social value in a complete and consistent system. The systematization of the dimensions of tangible and non-tangible values in all economic activities of a community like a city or an organization makes it possible to distinguish if a society generates social dynamics which can be translated into sustainable values. This articulation of the knowledge capital with its capacity to grasp social assets and liabilities contributes to the formulation of public policies aimed at developing all human activity systems.

But this is not enough. To know the perception of the citizens about their values is crucial. The way different cultures define what is beautiful or what has value underpins the theory of value that relates to wealth and power. Therefore, the identification of an integrated value perspective of social life from the point of view of citizens is crucial for all knowledge-based development. In fact, the society begins in the unity of man. Thus, transformations that become so necessary will begin within each individual clinging to the cause of justice. There is no renewed society without renewed men and women committed to principles of equity and common good. Because of this, it is fundamental to know the perspective of citizens about social life and their relations to specific cultural settings. It is in this dimension that we can better understand issues such as social cohesion, sense of belonging, citizen participation that mobilize society and cause profound and often unexpected changes.
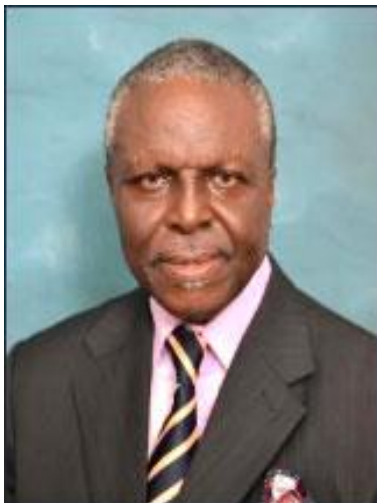
Prince Lekan Fadina

Executive Director, Centre for Investment, Sustainable Development, Management and Environment (CISME)

The world is facing myriads of challenges – inequality, poverty, high level illiteracy, economic crises, climate change, migration, finance and banking. Knowledge is a veritable tool for addressing these challenges and turning them into opportunities. Knowledge is central to the realization of the societal transformation. Knowledge needs to be made available to a greater number of people. It needs to be more of developing the thought processes and gathering the right information for in-depth decision-making to enhance the well-being of the people and society. Knowledge helps in developing the appropriate skills and empowerment. It provides the template for passing through the uncertain, volatile

and dynamic world. We welcome the various global initiatives: the Global Trade System, Paris Climate Agreement, Sustainable Development Goals, Gender and Youth among others. They underscore the urgent need to develop citizens that can implement them now and in the future. Knowledge is the key that can unlock these potentials and serves as an essential input in an increasingly digitalized, innovative, creative and technological era of today and the next century. There is urgent need for collaboration between the North and South and especially between and among developing countries. Knowledge is the essential ingredient for integrating and transforming national planning and strategies for sustainable development. The CISME has been a strong disciple of a knowledge driven world. It is this commitment that inspired CISME as lead founder of the Institute of Sustainable Development Practitioners of Nigeria to focus attention in addressing gaps in knowledge, skill and human capital development. We believe that the next generation needs to reconcile sustainability in the management of an unbalanced world. This reality means that we must learn new ways of working with others through acquisition of knowledge so that we can be informed, engaged and tolerant citizens of the world – knowledge is power.

Keywords: inequality, poverty, complex problems, knowledge for transformation.

Barbara Fillip
Knowledge Explorer, Fillip Consulting, LLC, France and United States

Knowledge for sustainable development relies on the interaction between local knowledge ecosystems and global knowledge sharing. Embracing diversity and inclusivity ensures knowledge benefits everyone. I commit to fostering an inclusive environment where diverse perspectives are valued and shared, regularly questioning my assumptions and biases, and analyzing my use of tools and methods (including AI) that may have embedded biases. While acknowledging AI's power in transforming data and information, I commit to keeping knowledge and people in focus.

Local knowledge offers context-specific insights and practices. By engaging with these ecosystems, we harness unique perspectives and solutions. I commit to actively engaging with and learning from my local knowledge ecosystem to understand the mechanisms involved in knowledge sharing and the power dynamics impacting access to knowledge and the capacity to act based on that knowledge.

Keywords: local knowledge ecosystems
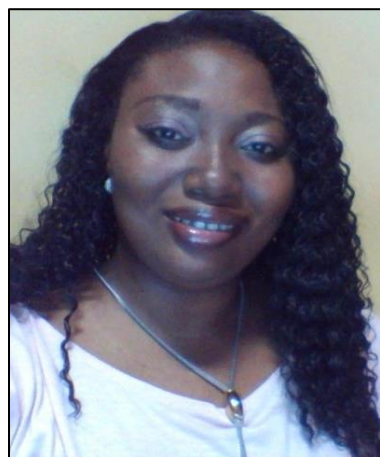
Sola Folayan
Executive Director, Pan African Civil Society Research and Documentation Centre (PACIRAD Africa), Nigeria

Knowledge curation is very essential if we are to achieve the Agenda 2030. Africa is making much more efforts in the last decade on documentation. Yet there is still a long way to go. The hidden knowledge is much more than what has been shared through different fora. Consequently, emphasis needs to be placed on advancing and promoting local knowledge ecosystem from the global South. There is a big store of knowledge that can be gathered from rural communities which are gradually fading out as a result of rural –urban migration and indifference to knowledge transfer.

For African non-profits, knowledge management is gradually becoming an essential unit of the various organisations. The real question is how many of these local organisations are really open about their knowledge and practices? Charity begins at home. If African civil society is to succeed in its quest to

demand open data from government, then it also has to be responsible by opening up through more coordinated knowledge sharing and collation of best practices. It is necessary to also have better linkages between the African civil society and academia in terms of research and publications. The knowledge from civil society must be harnessed for us to have a holistic inclusive development practice.

PACIRAD Africa is very much excited about knowledge for development. We are advocating for better documentation, accountability and knowledge curation from African civil society. Knowledge, together with strategic partnerships and collaboration, will make much more certain the effective implementation of the SDGs in Africa. The Knowledge Development Goals are a good tool to help us determine our progress and make sure we don't lose track of our progress.

PACIRAD Africa is happy to be one of the advocates for knowledge for development.

Keywords: knowledge curation, SDGs, Agenda 2030, civil society, open data, documentation, academia, research, knowledge sharing, KDGs, Africa

Riff Fullan, Cesar Robles, Gloria Spezzano

Riff Fullan, Head Learning & Innovation, Helvetas

Cesar Robles, Senior Advisor Learning & Innovation, Helvetas

Gloria Spezzano, Advisor Learning & Innovation, Helvetas

Our combined 60 years of work in knowledge sharing and collaboration have shown us that our partners around the world are more than willing to participate in processes that help us move forward in our shared work on sustainability, towards achieving the SDGs.

But we know there are disruptive forces: aside from powerful interests working against collective action, there are too many events on offer, too much information flowing, too many emails in our inbox. The era of hyper communication seems to be overwhelming people in their professional and personal lives.

These conditions give us, Knowledge Management professionals, opportunities to design and enable processes and products that respond to people's needs: their time, their mind-space, their journeys. Only by adopting this human-centred approach can we tackle this challenge strategically. We are not talking about 'dumbing down complexity' but about tackling complexity strategically with minimalism, simplicity and clarity.

At the end of the day, positive change will happen when a critical mass of diverse people co-create solutions based on common goals.

This statement was created with the help of HI Human Intelligence by Riff Fullan, Gloria Spezzano and Cesar Robles.

Keywords: knowledge sharing, collaboration, sustainability, hyper communication, human-| approach

Euphrasius Fuorr

Chief Executive Officer, Planit Uganda Limited

Planit Uganda Limited is here to upgrade and carry forward the desire of all communities in the sector of the built environment. The heartbeat is to provide technologies that are accessible and affordable, promoting development and sustainability. The target scope of Planit is simply the whole world. The current trend is technological advancement in all sectors for the betterment of the masses and society. One thing that should be a prerequisite is seeking for a good way to access, use, manage and disseminate information and working principles. Without contradiction, this requires acquisition of appropriate and specialized knowledge to address issues of different sectors. Simply put, we need to acquire a profitable condition of knowing things to better our state. We need to get skills, facts and principles. The 'knowledge city' will augment awareness and promote livelihoods. Therefore, I pledge unwavering support for the 'Knowledge City' and assure you of Planit's support to the concept.

Keywords: technologies, information, working principles, built environment, knowledge city, Kampala, Uganda

Rachel Fuhrmann

Student, University College Utrecht, Utrecht University, The Netherlands

Knowledge is a fundamental constituent of development and acknowledging this is precisely what the Agenda Knowledge for Development has done. The initiative represents an opportunity for the improvement of the Agenda 2030 (UN, 2015) which, despite its influential nature, has predominantly ignored the significance of knowledge (Cummings et al, 2018). A key emphasis is the disintegration of the hierarchy of knowledge and establishment of inclusive knowledge societies – societies which, taking global health as an example, incorporate not just corporate-backed scientific knowledge but also local knowledge. A culture of knowledge-sharing which encompasses the varying stances of stakeholders, ranging from the private sector to community individuals, is crucial to accomplishing the SDGs. Despite the undeniable progress that the Agenda Knowledge for Development is advocating for, there are arguably components that could be elaborated more.

Primarily, regarding the conceptualisation of the goals of the Agenda, advancements could be made through the addition of specific indicators for each goal – something that the SDGs have done clearly and effectively. This is essential to allow for progress over time to be assessed for each goal. The goals could be monitored more precisely through the implementation of indicators and furthermore, these indicators would aid in clarifying what each goal would ideally look like in a real life scenario. Although the conceptualisation of knowledge-based goals may appear to be challenging, the goal of local knowledge ecosystems (KDG3) can be taken as an example and indicators could include 'knowledge shared in school textbooks', for example. Analysis of school textbooks could identify whether or not local ideas such as indigenous views are being respected or if prejudices are being reinforced through education. In return, this indicator would simultaneously also assess SDG4: Education for All and the inclusiveness and quality of education.

Moreover, another aspect of the Agenda Knowledge for Development which could be enhanced is the topic of gender and knowledge. One may argue that the intersection of local knowledge and gender deserves to be a goal in itself due to its importance in women's empowerment and achieving gender equality, both immense stimuli of development. Gender inequality fuels issues in all aspects of life such

as education, health care and employment and, therefore, acknowledging the importance of knowledge in relation to women is crucial. The emphasis must be placed on women not only being able to receive knowledge but also providing women with the opportunity to share their own knowledge.

Knowledge is a catalyst, and it is essential to achieve sustainable development. It is clear that the Agenda Knowledge for Development, despite suggestions to enhance it, immensely enriches the 2030 Agenda.

Wim Getkate
Country Manager, African Clean Energy (ACE) Solutions, Uganda

Knowledge is one of the few things on this earth which multiplies when shared, like happiness and love. Sharing it must therefore be the right thing to do. Doing the right thing is at the core of ACE Solutions. We believe that cooking should not kill and that basic access to electricity should be a reality for everyone. However, since we operate in a complex ecosystem, we cannot achieve this on our own. We need to work together with partners of the quadruple helix: private sector, government institutions, academia and civil society. No single player can boast to have all knowledge and experience to deliver high-impact household energy solutions. Thus, for the local population in remote areas of Uganda - let alone the country as a whole - to enjoy the socio-economic, environmental and health benefits promised by renewable energy technologies, proper management and sharing of knowledge is crucial. This is now considering only one subsector and not even talking about the region, continent or the world at large. Therefore, we at ACE Solutions Uganda fully support the idea of creating a knowledge platform, Kampala Knowledge City, and are very interesting in cooperating and sharing skills, expertise and experiences in this area.

Nikita Giron
Student, University College Utrecht, Utrecht University, The Netherlands

KDG3 aims to strengthen local knowledge ecosystems by emphasising 'collaboration and context-based communication, based on local realities and local knowledge.' To achieve KDG3, healthy knowledge ecosystems should not only be dependent on the knowledge of all citizens, but also on the collaboration, communication, common visions, and shared targets between all sectors of society: academia; businesses; the government; and citizens. Therefore, it is necessary that individual, community, specialist, and holistic knowledge – multiple knowledges (Brown 2008) – should all contribute to creating a multidisciplinary approach towards a healthy knowledge ecosystem.

One point in particular that was brought forward in KDG3 was that 'the application of scientific and technological knowledge requires contextualisation and respect of local values, cultures, and knowledge.' This is crucial in the field of global health. Because of scientific and technological advancements, there is a better understanding of the epidemiology, aetiology, and treatment of diseases and illnesses. Nevertheless, science can only come so far. Local values, cultures,

and knowledge are all undoubtedly important social factors when trying to understand the health of a population and the prevalence of diseases.

Keywords: local knowledge, global health, scientific and technical knowledge, social factors, multidisciplinary approach

Lilian Gisesa

Abagusii Indigenous Knowledge Capture by Kisii University, Kenya

The Abagusii of Western Kenya are and have been an oral community. Their values have been passed from generation to generation verbally or by demonstrations. Very little is documented about these belief system which was very good. Being a working librarian and having been trained in Audio Visual Archiving, I know I can help capture this knowledge for posterity and informing our way of life with relevant support. The management of Kisii University, being in this locality can be encouraged to take up this project and provide a lead.

Keywords: Abagusii, indigenous systems, rites, culture

Vandana Gopikumar

Co-founder, The Banyan and The Banyan Academy of Leadership in Mental Health (BALM) and Professor, School of Social Work, Tata Institute of Social Sciences (TISS), India

Mental health is everybody's business. The interaction between structural barriers such as class, caste/ race / ethnicity, gender-based discrimination and consequent lost opportunity and well-being has now been established. While brain chemistry and bio markers are important in addressing mental health concerns, it is no longer the medical model of mental illness that is exclusively embraced. The future of positive mental health may indeed be social context dependent. Therefore, concerned as we are about our today and certainly the tomorrow of future generations and in the ideal of an inclusive society, it is important that we share ill effects of exclusion, alienation and deprivation on individuals and communities with policy makers and Society and its people, in accessible ways. Mental ill health, distress and social suffering could result in impacting many domains including participation in socio-cultural life, work and the pursuit of higher capabilities and thus impede maximising collective human and social potential. Since all of us have a role to play in both perpetuating barriers and promoting active empathy, kindness, hope and social cohesion, democratization of knowledge and acceptance and use of different kinds of knowledge is essential.

Active exchange and learning between the global South and North and sharing of wisdom and personal insights by experiential experts from diverse backgrounds will broaden the focus and dynamic of public engagements and discourse, and highlight the ill effects of fragmented societies, communities and indeed health care. For experiences to be global, in the truest sense, they have to be representative, culturally and politically, as well as socially and economically, and thus include all segments and groups and their realities. This will not just result in substantive public health, individual and family level gains, but also society level gains, as we purse social justice and equitable living as global and humanitarian goals.

Keywords: mental health, democratization of knowledge, global knowledge sharing, social justice, inclusive societies

Subhash Gupta

Global financial & management executive and development professional, USA

Knowledge for development is driven by the need to enhance operational efficiency, continuous improvement, organizational learning and innovation. The processes of cooperation and transmitting accumulated knowledge and experience between members of the group creates new knowledge. Knowledge for development is receiving increased attention for four reasons: a drive for efficiencies in delivery of programmes driven by the SDGs; the need for the development of new systems to improve the overall performance and an more accessible knowledge base; efforts to improve accountability and to mitigate risk by making informed decisions and resolving issues faster; and the delivery of better, more cost-effective services and a higher level of responsiveness to the public.

Managing knowledge is different from managing other resources. It requires a different kind of thinking: thinking about thinking (meta-cognition) and breaking out of standard management frameworks. Unlike tangible resources, knowledge is very difficult to capture and define, not to mention manage. Knowledge has been recognized as an important source of competitive advantage and value creation. A learning organization works to create values, practices and procedures in which learning and working are synonymous throughout the organization. It gives increased emphasis on knowledge capture, storage, sharing, retrieval and use.

Development policies and programmes are shaped by specific knowledge forums, worldviews and lived experiences. People may disagree on specific policies and programmes but if they agree on the premises and rationale that those policies and programmes embody, then their disagreement, while important, is somewhat superficial. There are two distinct ways to harnesses knowledge for development: knowledge management as a programmatic mode of engagement; and internal knowledge to strengthen programming and to also serve as catalyst for South-South cooperation. As a programmatic mode of engagement, knowledge management raises the capacity of countries to collect data and process them into knowledge in order to inform their own development. As countries rise in their level of development, they know that a key characteristic of the higher levels of development is to be more knowledge-intensive. Internally, the field-generated knowledge is used by the organization to inform its programming. For example, good practice competitions generate useful knowledge to inform policies and technical guidance in challenging topics. Good practices are a type of evaluated, evidence-based programming knowledge that is consumed internally and shared externally. Knowledge on innovations focuses on the creativity of the solution and timeliness. It is timely because it does not wait for a formal programme evaluation. An expert panel vets the innovation and evidence of results are gathered from pilot testing.

In South-South cooperation, knowledge for development plays a catalytic role. While traditionally, South South cooperation is valued for its ability to encourage trade and to enable access to financial resources for infrastructure, it is recognized for its ability to promote the spread of technical knowledge between two developing countries.

Leah de Haan

Editorial Assistant, The Royal Institute of International Affairs, Chatham House, UK

Local knowledge, and especially the complex and multiple ways it interacts with all our other knowledges, is key to how we comprehend the world. The tumultuous political landscape we are living through highlights the role of this interaction. The widespread inability to resist 'post-truth' and 'fake news' shows not only a severe lack of political knowledge but a problem with our local knowledge. If people are unable to politically comprehend populism and discrimination, you would hope their specific local knowledge would at least do part of the job. The way we recognise friends in our community, the way we identify sadness or respect, the way we raise our families - these are our local knowledges that should be supplementing our political knowledges. In our homes and communities, we learn to care for each other and the damage that can be done. For me, the political thinkers, Michel Foucault (1926-1984), Jacques Derrida (1930-2004) and Judith Butler are key to the political knowledge I utilise to make sense of the world and in my studies, intersecting with my local knowledges.

Keywords: local knowledge, political knowledge, post-truth, fake news, Michel Foucault, Jacques Derrida, Judith Butler

Ariel Halpern

Vice-President, PROCASUR Corporation

In the near future, our societies will value local communities as knowledge holders. We will learn that problems are global but effective solutions start from the bottom. Because people's knowledge reflects on the know-how accumulated by generations of settlers and migrants within a territory, this wisdom will turn into the foremost asset in the never-ending adaptation to recurrent or new manmade and natural disasters. If the SDGs are achieved, we might be fully aware of what is meant by 'knowledge is power.' Fostering homegrown solutions, peer to peer learning and South-South Cooperation are key components of several Low and Middle Income Countries' strategies. Therefore, we propose that the Knowledge Development Goals should explicitly anchor learning and innovation at the national and local level, promoting among other solutions: i) the establishment of self-managed local knowledge enterprises and centres for improved access to knowledge and other extension services by the most vulnerable population and territories; ii) investment in fair dialogue between people's organisations and academia in order to transit from a respectful consideration of local knowledge into externally driven interventions. This would involve full recognition of the value of local knowledge and its contribution to the SDGs.

Keywords: communities, knowledge holders, homegrown solutions, peer to peer learning, local knowledge

Cees Hamelink

Emeritus Professor, Communication Science, University of Amsterdam, The Netherlands

There are many challenges to the creation of knowledge, both for science and society. The challenges to science include that, historically, universities have assisted the development of knowledge societies in which knowledge was created for human emancipation and welfare. In the 1980s, a shift became visible towards what in the 1990s was called the knowledge economy in which knowledge creation is market-driven and serves primarily the goals of economic productivity. In the knowledge economy, knowledge is no longer a public good and part of the common heritage of humankind, but a largely privately owned commodity firmly protected by an effective intellectual property rights' regime. It is an urgent task for the academic world to reclaim the knowledge society. There is an equally urgent need to develop forms of co-learning and interactive learning in order to explore how individual knowledge can become collective wisdom.

 Science is critique. One can think uncritically about many things, but one cannot think scientifically in an uncritical way. It is difficult to imagine how anyone could engage in scientific research without being critical! Uncritical thinking may be characteristic of other discourses in society, science can only be critical because its brief is to make distinctions and to engage in analysis and assessment. This mental exercise requires a reflexive mind. In science there is no place for an absolutist mind. The reflexive mindset tells scientists that all claims to validity –be they political, moral, or religious – are open to examination and critique. The reflexive mind is willing to test all ideas in public, listen to those who criticize them and be open to the need to revise earlier convictions. The core of the reflexive mindset is the urge to ask questions.

The challenge to society includes that society will have to learn that: science is 'speechless' in the sense that no scientist can tell us how to behave morally; science has no answers to the fundamental existential questions about the meaning of life or about the choice between evolutionism versus creationism; science does not resolve our deepest uncertainties and doubts; scientists almost always disagree (from climate change to crime prevention, and from the use of dieting to how we should educate our children); and the development of science brings both progress and risks.

Finally, let us not forget that the first systematic thinker about epistemology was a philosopher that we know best from his thinking about pleasure: Epicurus. From him we can learn that knowledge creation should be an activity to enjoy: one of the pleasures of human life.

Keywords: knowledge creation, challenges, science, society, knowledge economy, intellectual property rights

Johanna Hartmann

Project Manager Knowledge Management and Energy Access

Knowledge is key to deliver power to the people.

Today one in five people worldwide lack access to electricity, while every third person cooks on unhealthy fireplaces. First-hand knowledge on modern and sustainable energy solutions often only exists locally or in fragments and thus is difficult for individuals to access. Therefore, there is a great need to facilitate and expand the diffusion of these technologies in developing countries through knowledge exchange and collaboration. Via a platform that everyone can access and actively share stories: Energypedia is a

wiki platform for collaborative knowledge exchange on renewable energy, energy access, and energy efficiency topics in developing countries. www.energypedia.info

Recognizing that development in the 21st century requires that all actors have access to information, energypedia is working towards removing the knowledge barriers and expanding the diffusion of information. With energypedia, I want to empower energy practitioners by fostering free knowledge exchange, global collaboration and mutual learning on renewable energy, energy efficiency and energy access for all.

One of the main strengths of energypedia is its user-driven focus i.e. all the content on energypedia has been generated by the over 8,200 users and is free to read, edit and share by all other users. So far, energypedia hosts over 4,200 wiki articles divided into 13 portals and including over 700 files (pdfs, excel files and jpgs) on renewable energy, energy efficiency and energy access topics. The experiences are not isolated or lost, but shared among a broad network of experts.

Another innovative strength of energypedia is the type of the content: it ranges from articles explaining basic renewable energy terminology to comprehensive reports on renewable energy projects from all over the world. Every month over 45,000 unique visitors read and share on energypedia. This makes energypedia a one-stop knowledge destination for information on energy for everybody. This is possible because it is based on free, open source software. This concept could be replicated for all other topics of the SDGs as well.

> Energypedia is more than just an online platform, it's a social experiment to foster a more sustainable human development by sharing practical knowledge about energy access and renewable energy worldwide!

I invite everyone to join this movement. Knowledge is created by people for people!

Keywords: energy access, renewable energy, open source, knowledge sharing, sustainable energy for all, SDG7

Michael Häupl
Former Mayor and Governor of Vienna

Introduction to the Knowledge City World Summit and Knowledge for Development Summit in October 2016 in Vienna
At present, Europe is undergoing a change comparable in extent with the industrial revolution. This also applies to historical events and as a turning point outside of Europe. Evidently, worldwide these epochal changes are collectively termed as a 'Knowledge Society', particularly in reference to the 'Knowledge City' concept.

As the Mayor of Vienna, it makes me very proud that Vienna won the 'Most Admired Knowledge City' 2015 award. Therefore, in 2016 we are hosts of the Knowledge City World Summit. This international congress will once again focus on the topic of Knowledge City. This is because the spiritual, cultural, and economic capacity will depend more than ever on the future of countries, cities and communities to attract knowledge, to network, and to benefit. The use of the resource of knowledge is becoming increasingly important. Knowledge Cities will become the future nodes in the globally networked world. I wish all participants and participants of the Knowledge City World Summit 2016 interesting discussions and insights on the topic in terms of the development and promotion of knowledge in cities, countries and regions.

Keywords: knowledge cities, Vienna, Austria

Paul Hector

Doctoral Researcher, Institute for Knowledge and Innovation South East Asia (IKI-SEA), Bangkok University, Thailand

Knowledge is a key resource that enables transformation. Through knowledge-based development we can create solutions to contemporary challenges and prepare for and invent new futures and possibilities. People, individually and collectively, are the sources and transmitters of knowledge. With their varied worldviews, differing experiential influences, unique insights and skills – individuals bring myriad ways of assessing, validating, preserving, adapting, sharing and creating knowledge. By designing conditions that allow people to collaborate effectively we can combine their knowledge and catalyze creativity. These interactions can be extremely powerful, provide outcomes greater than the sum of their parts facilitating the development of new solutions and spurring paradigm shifts. Communication networks and platforms, such as the Internet, are powerful mediators in the knowledge-based development processes with tremendous potential to bring people into proximity across vast distances. Urbanization is also playing a similar role by concentrating people and with them a range of tangible and intangible resources in cities.

Communication networks and platforms are driving down costs, reducing barriers to entry across many sectors and creating new forms of social organization that generate tangible and intangible value. Various studies have shown that compared to their populations, cities contribute disproportionately more to their national and regional economies, enabling them to attract more talent and investment. In turn cities also offer greater opportunities for economic, social, political and other forms of participation. Despite the exciting prospects that digital networks and cities offer, there are challenges we must tackle. Almost half of the world's population is not yet on-line. Not every city dweller has equal access to the benefits of urban living. If left unchecked deep-seated inequalities may lead to a break-down in social cohesion, unrest and various forms of insecurity.

So if we want to build inclusive and sustainable knowledge cities and societies here are some questions that we should ask: What visions and values are shaping our uses and pursuit of knowledge-based development? Who is included and who is excluded? What can we do to bring the excluded into the mainstream? Who decides what kinds of knowledge is valuable? How do we manage and distribute the benefits as well as the costs – short-term or long-term – that result from knowledge-based development? Finally, how do we transition from societies organized around ideas and rules developed to manage tangible resources to societies where intangible resources are the primary means of value creation?

Keywords: knowledge cities, knowledge societies, values, individual knowledge, creativity

Paul Hoebink

Professor at the Centre for International Development Issues Nijmegen, Radboud University, Nijmegen, The Netherlands

All my professional live I have been working in Academia, in fact in the same university where I arrived as a student in 1970. All those working years I have, via my university's authorities, been paid by the Ministry of Education of the Netherlands. Of course, I have done consultancies and commissioned research for our Ministry of Foreign Affairs, for the European Commission, for all the major private aid organizations of the Netherlands, for our Scientific Council for Government Policy, for the National Advisory Council for Development Cooperation, thus mostly paid by public authorities to my university. It thus shouldn't be strange that I consider most of my work as a Public Good, and since I have been working most of my professional life up till now on development cooperation in its broadest sense, I consider it to be a Global Public Good. I know that it is non-rival, one of the two properties of a public good, since many students have consumed my knowledge and research, as many readers and, since my memory still functions quite well, my knowledge has not been reduced due to all this consumption. I fear however, that part of the knowledge I have produced is excludable.

The Office of Development Studies of UNDP, led at that time by Inge Kaul, deserves all the praise for inciting the discussion on Global Public Goods. Unfortunately, the discussion in the four volumes of papers it produced, picked up some discussion in Sweden and France, but since then seem to have petered out. Still, in the first volume there was an article by Joe Stiglitz on knowledge as a public good, admitting the non-rivalrousness of knowledge as a (global) public good, but discussing its non-excludability. This seems logical in a world of patents and royalties (dealt with in a paper in the third volume), but not in 'knowledge for development', our knowledge on what development is, what it should be, how institutions function, what programmes and projects create success.

I see two major problems here. (I could, of course, add several others). By far the most important is global knowledge for health. In a world ruled by patents and huge profits by international companies, but still also largely financed by public funds through university laboratories and combined research by public and private institutions, many doctors and patients are excluded through high costs from access to knowledge and drugs, as Thomas Pogge has eloquently discussed.

Second, also my publications are sometimes in private hands and excludable. International publishing companies, who have built all their properties on the combined production of global academia, make (global) knowledge excludable by high access rates. The Association of Dutch Universities (VSNU) is in the forefront of 'open access' for our (and thus also mine) publications. But, as for health, we need definitely, a combined international effort by international organizations, national governments and academia to make knowledge a pure Global Public Good.

Alta Hooker Blandford

President of the University of the Autonomous Regions of the Nicaraguan Caribbean Coast (URACCAN)

Over the last decades, the world has developed in an unparalleled way. Great technological innovations, especially in the field of communication and technology, have changed the relations between persons, peoples, nations and societies. Globalization has changed our world. New solutions for existing problems were found, but at the same time a series of problems were not solved and new problems have emerged. The main reason for this is that the evolution has been unequal. While in the North technological development was used to strengthen relations and to establish commercial and technical power and alliances, for the South the technological revolution implied higher levels of dependence and less autonomy. Knowledge from the North defines human development in the world more and more, the South determines its own development less and less. Knowledge – enhanced by new technologies – has been transformed into a powerful instrument of domination. It is clear that we have to find new paths in order to use knowledge in a universal manner and to reduce the gaps between rich and poor, powerful and powerless, if we really want our earth to be a home for everyone. Universities – in the North and South – have to play an important role in the process of seeking for alternative ways of managing knowledge in order to assure that universal knowledge becomes a catalyst for building more inclusive and just societies. It is essential to strengthen human capital so that it can generate new intellectual capital, leading to alternative solutions for problems affecting humankind. But in order to forge this human capital, it is imperative to know the problems and how they affect different sections of the population, as well as to embrace alternatives that break paradigms. It is also imperative that knowledge, created, collected and recovered in universities and institutions of higher education, is used to solve universal problems and not to increase the gaps in power and wealth.

To achieve this, we have to strengthen bonds and alliances between educational centres in the North and South in order to develop capacities oriented to face present day challenges. The North has the potential to contribute with research methodologies and instruments and to pass on acquired knowledge, while the South should create capacities to introduce these elements in its research and teaching processes. At the same time, research instruments which have been developed in the South have to be fostered and strengthened, validated and recognized. Most essential, research and teaching processes have to focus on the real problems, and the knowledge gained has to be used to solve problems faced by the vast majority of the global population. Adaption to climate change in food production; water management; energy use for human development; reduction of gaps in education, health and social care; widespread violence, especially against women, are some examples of real challenges to be faced to meet the needs of the populations of the South.

The relation between poverty and the fragility of our planet call for new models of economy and progress, envisioning a new way of life. We think that universities have to contribute to the development of alternatives for a fair and good life for everyone on our planet Earth. Their knowledge and research need to be put at the service of the most vulnerable populations, excluded populations and populations at risk. Only in this way, universities can really fulfil the commitment we made by adopting the SDGs.

Saskia Hollander

Knowledge Management Director, The Broker, a think net on globalization and development, The Netherlands

Independent knowledge is crucial for inclusive development. Yet, while there is a wealth of scientific knowledge that is relevant for achieving the SDGs, too often this knowledge does not reach policy-makers and practitioners. As a result, the value of academic research is undermined. The political will to fund long-term research is declining, and universities and knowledge institutions increasingly need to partner with business and stakeholders for funding, thereby threatening scientific independence. When scientific research becomes merely demand-driven and when facts are (mis)used for political aims, inclusive societies are jeopardized.

The gap between policy and knowledge goes two ways. There is a gap from research to policy, because scientific results often are poorly translated into recommendations, or they are too context-specific. This obscures the policy relevance of research findings. There is also a gap from policy to research, because policymakers and practitioners often find it difficult to formulate clear knowledge questions and often are too impatience to await scientific results. Knowledge brokering institutions have an important role to play in bridging this gap and in making knowledge 'work' for inclusive development.

Inclusive development requires above all inclusive knowledge! The Agenda Knowledge for Development should acknowledge the value of knowledge creation but also recognize the importance of knowledge sharing and of linking academic research to other forms of knowledge. This includes both scientific and non-scientific knowledge, various academic disciplines, and, above all, knowledge from different countries, geographical levels and actors. Ensuring that policymakers use this full diversity of knowledge requires knowledge brokers with the ability to connect and synthesize different worlds of knowledge, and the skills to network and generate processes of co-creation. In the Netherlands, the Ministry of Foreign Affairs is supporting five knowledge platforms that ensure the formulation of a policy relevant knowledge agenda and the brokering of research on inclusive development. This pays off but there still is a long way to go. Continuing efforts should be made to ensure that research reaches policy and vice versa.

Keywords: inclusive development, inclusive knowledge, scientific knowledge, policy, knowledge brokering, knowledge platforms, The Netherlands

Donald Houessou

PhD Candidate at Athena Institute, Vrije University of Amsterdam, The Netherlands

The African continent is at a crossroad of its transformation where the world is facing, at the same time, the five big challenges: population growth, urbanization, climate change, food security and health. This calls for, not only, urgent, but also integrated actions to help the continent achieve its development goals in accordance with the Sustainable Development Goals. For the goals to be reached, everyone needs to do their part: governments, private sector, civil society and people. Hence, this requires a strong background of diversified knowledge for development.

Knowledge is any piece of information which has been applied in a specific context and has generated a result, whether positive or negative. In that sense, knowledge is key to tackle the above-mentioned challenges and achieve the transformation of Africa. This requires that knowledge is acquired, applied, capitalized, shared, replicated and re-formulated in order to facilitate its

consistency in varied contexts. It is only in that way that African continent can evolve from its current state and achieve great successes as expected world widely. For instance, specific countries, like Rwanda, Ile Maurice, etc., on the continent are already taking steps on generated knowledge to socioeconomically progress, which shows the power of knowledge. This example demonstrates the need for researchers to go deep into their analysis to suggest evidence-based recommendations to policies. In addition, the private sector is expected to leverage the potential of knowledge to advance businesses and create wealth and jobs in the countries. Finally, African people are crucial to all these processes of knowledge generation, utilization and dissemination to make the development of Africa, a reality.

Keywords: knowledge, SDGs, Africa, socio-economic development, researchers, private sector

Dimitar Hristov
Managing Director, Cluster Sofia Knowledge City, Bulgaria

Knowledge-based economy is a new state of the global economy, which in recent decades has been transformed by new technologies. It is characterized by disruptive changes caused by incorporation of knowledge to economic activity. According to my understanding the knowledge is not only a resource that can and should be managed but is also the most important factor for the development of societies. In this sense, I fully support initiatives that are catalysts for involving knowledge management in the development and progress.

Unfortunately, as a management consultant by profession, I have realized in my practice that knowledge management is not yet a well-recognized need for those who make the most important decisions for the development - politicians, heads of international organizations, business managers and cities governors. In this sense very often in my work I feel myself as a knowledge agent or even agent of change. This, on the one hand, is a great professional opportunity for manifesting my personal contribution to the globally recognized processes of transforming the societies including the business models, but on the other hand it is a serious responsibility and challenge that require engagement, lot of time and dedication.

The Agenda Knowledge for Development can contribute to perceiving the holistic understanding of knowledge by more and more people, organizations and regions that will help us to achieve sustainable development as regions, countries, cities and organisations. I consider, as it is stated in the Agenda, that the SDGs of the United Nations are directly associated with knowledge - defined as a human activity creating its own future, rather than a physical asset.

The Agenda treats the topic of the knowledge cities which is very important. A knowledge city is the term used to describe a knowledge-based development strategy that has as target to continuously support the knowledge management processes that take place in an urban area. One approach to enhance the role of knowledge management for sustainable development is creating knowledge clusters in knowledge cities. This is to be achieved through the continuous interactions of knowledge agents (universities, research institutes, institutions, companies, citizens, etc.) among them so as knowledge continuously flows.

A knowledge city is a city that searches for the creation of value in all its areas and develops high standards of life, cultural support and economic development, among other aspects including higher level of income, education, training and research, at the same time it is a regional knowledge economy driven city with high value added exports created through research, technology and brainpower and purposefully designed to encourage the nurturing of knowledge. Accordingly, a knowledge city is the culmination and synthesis and integration of the creative city and the science city where knowledge, arts and sciences become unified in a uniquely human 21st century urban ecology.

Keywords: knowledge management, Agenda Knowledge for Development, knowledge-based economy, knowledge-based development, knowledge agent, knowledge cities, knowledge clusters

Kenneth Monjero Igadwa

President of Fun & Education Global Network;
Crop researcher, science communicator, educator, Kenya

Communicate science by exhibits and shows; fun drive to understand!

Local and Indigenous Knowledge is Key for achieving SDGs and advancing impact for Future Generation, Digital Governance, Eliminating Digital Divides, and Sustainable Development Financing. Understanding of biodiversity, climate resilience, and sustainable land management offers vital insights for effective conservation and climate adaptation. Indigenous frameworks of community well-being guide the impact Coalition in prioritizing long-term health. Bridging the digital divide by incorporating LIK into digital governance fosters connectivity and digital literacy in Indigenous communities, respecting their sovereignty and enriching global digital ecosystems. Inclusive development financing must support Indigenous-led projects, recognizing the economic value of ecosystem services and integrating traditional financial practices. As we approach the UN Summit of the Future, committing to this integration is essential.

Keywords: Local and Indigenous Knowledge (LIK), Sustainable Development Goals (SDGs), Digital Governance, Climate resilience

Seza-Arax Iskenderian

Seza A Iskenderian is a Management Consultant with 20+ years'; global expertise in technology innovation, business transformation, and knowledge management.

Provision of support to continuous learning, better engagement, adapting to job roles will cover new areas of expertise that can accelerate progress for the SDGs. Employee Wellbeing comes from one place, and one place only - a positive culture.

Transformative initiatives, such as that of the UN 2.0 Accelerator Programme, can provide cutting-edge skills and enhance ways of working that in turn will strengthen knowledge exchanges, partnerships, resulting in innovation, improved client health outcomes and satisfaction.

Keywords: Leadership, emotional intelligence, inclusive culture, communication, team engagement.

Anna Rosa Juurlink
Student, University College Utrecht, Utrecht University, The Netherlands

Canada is a first world country and also one of the most water-rich places on earth. Despite this, it has an entire population of citizens living in third world conditions. These are the First Nations of which 134 communities live under a boil water advisory. At the heart of this problem lies the ongoing issue of First Nations' voices being excluded in decision-making processes which affect their water and health. Yet, most Canadians would associate clean water issues with developing countries with the example of Haiti, where more than 2.5 million liters of clean water was provided in aid by Canada after the earthquake in 2010. Clean water concerns often exclude marginalized communities within developed countries through lack of representation in the media.

In an age where the media is playing an increasing role in the production of knowledge the oversimplification of issues is becoming more common. The rapid circulation of images and stories around the world can lead to people focusing on a singular popular discourse in order to shift through masses of information provided. A discourse is a system of knowledge supported by institutions which create a picture for people of what is true. These discourses become known as common knowledge. An emerging discourse in the field of global health is the prioritized need of developing countries over marginalized communities in developed nations. This discourse is embedded within our society through education and media which focus heavily on the global South. These views are often legitimated by experts who rely on science, regarded as a neutral discipline, to produce facts on which health policy is based. However, knowledge is never neutral, and global health is inextricably linked with power and politics.

In global health the lens has often been focused outward toward countries faraway rather than inward at developed countries. Examples of this phenomenon range from the First Nations in Canada to the Roma in Europe who needlessly live in substandard conditions. These in-need communities are often marginalized due to historical and political reasons and are subsequently not featured in the media in favour of more popular subjects for global health. Thus, knowledge creation on global health issues within developed countries, with a focus on minority and marginalized groups should be a priority within the Agenda Knowledge for Development. In addition to this, the Agenda should raise awareness and direct goals which highlight these forms of power which marginalize certain communities and prevent them from having a seat at the table for discussions on global health.

Keywords: global health, marginalised communities, media, discourses, power, politics, developed countries, Canada, Europe

Gashaw Kebede
Independent KM scholar and consultant, Ethiopia

Gashaw Kebede (PhD) is an independent knowledge management scholar and consultant. For the past 25 years, he has been teaching at Addis Ababa University (Ethiopia) and consulting mainly international organisations. He is currently based in Ethiopia.

The Sustainable Development Goals (SDGs) have a greater chance of succeeding if they stay guided by and focused on the development concerns and desired solutions as perceived by the target locality.

One of the primary causes of the uneven effects of international development agendas is their failure to emphasise the target community's "local knowledge and ways of knowing." Emphasising "local knowledge and ways of knowing," representing the content and process

of local knowledge, is significant in the development context. Firstly, local knowledge is a comprehensive, practical, and immediate knowledge system that encompasses a community's livelihood practices, worldviews, lived observations and experiences, and intuition. These make local knowledge superior for practical and development purposes. Secondly, every locality engages in valid and unique ways of knowledge creation, accumulation, and learning that are practical and specific to the locality because local knowledge is "constructed, reaffirmed, or reworked through the social encounters, experiences, and dilemmas of everyday life"; "adjusted as part of daily routines"; gathered by the local populace; and "dynamic real-time observations of changing environments". Knowledge production, absorption, and utilisation are also unique to each locality because prior knowledge of individuals (community) serves as the foundation for screening, judging, and integrating knowledge from various sources, as well as translating observations into new knowledge.

It follows, then, that "local knowledge and ways of knowing" must be central to SDGs' implementation and evaluation. Understanding that local knowledge is the foundation and is dynamic and adaptable necessitates continual interaction and revision of the project's local knowledge base in each locality involved in the SDGs. Residents' assessments should be prioritised while evaluating the SDGs.

Keywords: local knowledge, local ways of knowing, prior knowledge, SDGs' success, SDGs' evaluation

Casey Keeley
Student, University College Utrecht, Utrecht University, The Netherlands

In an effort to truly get to the root of knowledge discrepancies between different groups, we must first acknowledge the role that education has in perpetuating fundamental differences in knowledge between males and females. This must also be taken a step further to understand what part this plays in determining career and financial differences in the future. Countless societies today value different types of knowledge depending on your gender.

This individual knowledge that we accumulate growing up differs based on the societal norms around you. It has been shown that local schools serve to not only maintain but encourage these differences. Today, 90% of students in higher education studying to be elementary school teachers are female. Four out of five engineering students are male. Many females are not accepted in stereotypically masculine jobs, by both peers and faculty. Males then experience this in commonly female dominated fields. In the USA, for example, secondary schools acting on the faulty assumption that males and females are 'wired differently' are creating separate classrooms and teaching different subjects for boys and girls.

The SDGs are focused on including girls in education, but this must be taken a step further to ensure students have equitable access to all types of knowledge.

Keywords: education, knowledge, gender differences, individual knowledge, SDGs

Daniel Keftassa

PhD, Chairperson of the community-based organisation HefDA and Development Practitioner in Ethiopia

In the social and economic development field, development practitioners are often expected to meet the needs, aspirations, worries and wishes of the people they work for and work with. The needs and expectations of people are often based on their history, tradition and local context. Thus, a thorough knowledge of the history, experience, needs and expectations of the society is essential for effective social development. The knowledge we hold informs the type of change we think is required. Our knowledge of the problems and the people affected by the problem dictates our ways of thinking and the kind of intervention we think is required to produce the change we expect. The systems approach is a step towards knowledge about the multitude of factors that affect people and how best to address the interwoven problems.

The systems approach helps to understand the problems in their totality, the problem, the people and the context. Understanding of the people and their aspirations needs to be at the centre of the future Agenda Knowledge for Development. Our knowledge about people and their needs will never be complete. We need to keep on developing our knowledge base to cope with and respond to the changing world. Knowledge could be a product of critical reflection on the practices/experiences which in turn generates new knowledge. Knowledge is often generated from actions. Often new knowledge could be generated in the process of development action because reality is always changing. We discover new things in the problem, the context and the people involved. So, changes are due to new knowledge obtained during practice. The reflection about that practice produces new knowledge that leads to better practices (and achievements). Systematisation of experiences has helped development practitioners understand why and how change takes place, using knowledge generated from these experiences to refine the theoretical and practical solutions.

An NGO which systematized their experience on functional education for women discovered that the major cause for marginalization of women in decision making at household and community levels is the traditional thinking that women are biologically inferior to men. In that society, the power of women is determined by physical strength not intellectual capacity. Systematization of the experience of inclusion of persons with disability in social and economic development discovered that lack of awareness of the causes of disability is the main reason for marginalization of persons with disabilities. Often people believe that disability is due to God's punishment for the sins of the parents. To generate knowledge from experience, development practitioners should critically analyse their experiences; aim to develop new and better strategies and methods; and should have the courage to explore new ways and risk being wrong. Thus, the vision for future knowledge societies needs to be realistic, pragmatic, pluralistic, inclusive and humane. People need to be at the centre of the vision for future Knowledge Societies. In social and economic development processes, the Knowledge Development Goals should be a realistic understanding of the society and the current context and should consider the dynamic changes for the time to come.

Keywords: socioeconomic development, development practice, knowledge societies, gender, people affected by disability, development practitioners, Knowledge Development Goals

Gladys Kemboi

Knowledge Management (KM) and Communities of Practice leader with 10+ years of experience in global, regional, national and local level in providing strategic vision, developing and implementing KM strategies, building and sustaining Communities of Practice, and performing oversight of KM projects to meet evolving needs in Local and International Development.

Today, I write the Knowledge Vision Statement in honour of my Grandmother Kimoi Cheruiyot, who passed away in April 2024. Her wisdom and love for local and Indigenous knowledge resonate deeply with me, as I fondly recall my childhood memories to the forests of the Great Rift Valley in Kerio Valley, where she taught me about Indigenous and Traditional knowledge on herbal medicine for infants.

At the UN Summit of the Future, we must champion a new Knowledge Agenda that mobilizes resources and allocates funding to support the knowledge capture, documentation, access, digital preservation, and sustainability of Indigenous Knowledge. This includes community archives, museums, libraries, and cultural heritage in rural villages, ensuring that these invaluable sources of wisdom are not lost.

We envision creating a safe knowledge space where all people feel respected, without labels, judgment, colour shades, stereotypes, or geographical underrepresentation. This inclusive environment is essential for sharing knowledge to achieve sustainable development.

Our commitment is to strengthen knowledge partnerships at both local and global levels, supporting Indigenous knowledge holders, elders, community champions, youth and mother(s) of Indigenous knowledge. These collaborations will foster the exchange of wisdom and practices that are crucial for our collective progress.

Furthermore, we advocate for the decolonization of knowledge, ensuring that everyone's contributions are valued. By rewarding the right knowledge holders, we truly embody the principles of the United Nations and advance towards achieving the Sustainable Development Goals (SDGs).

Keywords: Indigenous knowledge, Knowledge Partnerships, Resource Mobilization, Safe knowledge Space, Decolonization of Knowledge, Community Archives, Museums, Libraries, SDGs

Naomy Jemeli Kemboi

Knowledge Management Officer at Kenya Forestry Research Institute

In today's economy, Knowledge is considered as a strategic asset that empower organisations to plan, make decisions, take action and implement measures crucial for sustainable development. Knowledge needs to be effectively managed to give organisations a competitive edge and for customer satisfaction. Management of knowledge provides opportunities to capture and share tacit and explicit knowledge as well as conversion from one form to another.

The importance of KM in an organisation continues to be acknowledged for being highly strategic and transformational, a key driver of new knowledge and ideas, and a contributor to development of innovative solutions and improved operational efficiency. Knowledge management therefore enables efficient and effective flow of information and knowledge between people at the right time, right format, at the right cost and can propel an organisation to become more adaptive, innovative, intelligent and sustainable.

However, Knowledge managers are faced with several challenges in managing organisation knowledge. The challenges include lack of open-minded sharing environment, lack of trust by employees, and lack of confidence in other people's knowledge among others. Therefore, there is a need for attitude change

among employees to encourage information sharing and building confidence among employees. Also developing a knowledge management strategy which outlines policies and guidelines to enhance information and knowledge sharing among employees and stakeholders.

Keywords: Knowledge, Strategic asset, Knowledge management, competitive edge, Knowledge management

Maureen Kenga
Librarian/Knowledge Manager, Kenya

Archives and libraries are essential institutions to ensure universal literacy and help combat the challenges affecting the attainment of the SDGs. Libraries and archives play a great role in the management of explicit knowledge. They offer a wide range of products and services that promote the attainment of each SDGs including: free access to information; promoting literacy; offering safe spaces; advancing digital inclusion by providing ICT infrastructure; fostering creativity and innovation; providing access to and preservation of the world's knowledge for current and future generations among others.

Communities with universal access to timely and pertinent information/knowledge can end poverty and inequality, advance all sectors of the economy, offer high-quality education, and promote their citizens' well-being, culture, creativity, and research.

My eight-point recommendations:

1. Every country must prioritise including archives and libraries in national development plans.
2. Promote and support the Information Science field effectively as guided by the Lyon Declaration on Access to Information and Development
3. Empower archives and libraries as catalysts for socio-economic development in implementing SDGs.
4. Adequately fund archives and libraries and provide ICT infrastructure.
5. Governments to recognize the value of records, archives, and libraries for the success of SDGs and develop reporting indicators.
6. Governments to develop and implement policies and regulations to support archives, libraries, and knowledge management services for SDGs and national goals.
7. Governments to apply holistic approaches towards integrating tools and techniques for managing records/archives/information/knowledge/ to achieve SDGs.
8. Stakeholders' engagement and diverse knowledge sharing on SDGs.

Keywords: Libraries, Archives, Knowledge Management, Information Science

Sumaiya Khair
Professor of Law, University of Dhaka & Adviser, Executive Management, Transparency International Bangladesh (TIB)

For years now, legal reform initiatives have been focusing on empowering the poor and the marginalized to make strategic use of the law to access justice. However, these have not always delivered the desired outcomes primarily because in many cases, this was done by simply grafting borrowed ideas from alien legal cultures without tailoring the responses to the socio-legal realities and without addressing in full the contradictions inhering in the economic, political and structural processes in a given society.

Since the capacity of citizens to recognize rights and make a claim is constantly shifting in sync with structural processes, rights proponents and development workers need to draw on each other's strengths and coordinate tactical measures, including research, learning and communication, to help articulate the needs of the people perceived by them as essential and identify multiple entry points for action and change. Disjointed initiatives, no matter how well-meaning, are likely to exacerbate the powerlessness of the poor in accessing justice and redressing rights.

Obwoya Kinyera Sam
Professor, Executive Board Member, National Planning Authority, Uganda

Knowledge is a fundamental catalyst to economic development. The fact is that the things we buy, and the methods we use to make them, rely more and more on knowledge, and less on trial and error. Thus, the development of a nation therefore hugely depends on what it knows and consequently will determine how it develops. Indeed, knowledge, not capital, is the key to sustained economic growth and improvements in human well-being. Access to financial, technical, and medical knowledge would improve the health and living standards of the poor. Knowledge is particularly important for planning for development. I can't imagine how planning and the push for development would be without knowledge. National development is most effective if the planning process is evidence based. And therefore, approaching development from a knowledge perspective — that is, adopting policies to increase both types of knowledge, know-how and knowledge about attributes — can improve people's lives in myriad ways besides higher incomes. Developing economies differ from developed ones not only because they have less capital but because they have less knowledge.

For planning and development, evidence and data (Knowledge) are particularly crucial on three fronts. First, they provide a basis for strategic prioritization of development agenda. Second, they answer how this prioritization and agenda can be implemented efficiently. Third, they also help us track our progress and see if there is need for correction.

As such, increasing attention to knowledge demonstrates that its possession and application is a catalyst for any development and progress. More importantly, the Uganda's National Development Plans are founded on knowledge. Indeed, behind the plans are evidence-based papers that informed the strategic direction. The poverty reduction, good health, technological development and clean water all depend on a systematic and integrated approach to knowledge.

Suzanne Kiwanuka
Senior Lecturer in Health Policy, Planning and Management at Makerere University, Uganda

According to Hyrum W. Smith, wisdom is knowledge, rightly applied. In order to promote knowledge uptake in a rapidly changing world, the coming decade should be seen to challenge the sanctity of what has been, in many instances, lauded as the hierarchy of evidence. I absolutely concur that evidence hierarchies enable one to appreciate the complex array of evidence generated by a variety of research methods, gauge the trustworthiness that can be placed in the recommendations and, in some instances, alert the practitioner when caution is required. Many proponents of knowledge uptake are, in my opinion, still too heavily biased towards the use of evidence hierarchies determined through the lens of effectiveness. This

means evidence used for policies and practices should be based on systematic reviews, randomized controlled trials (RCTs), and other rigorously evaluated studies conducted in controlled settings. Oftentimes this evidence on effectiveness is only scantily clad with information on 'how it works' in different settings. Efforts around knowledge management should go beyond effectiveness to embed measures of appropriateness and feasibility when considering hierarchies. There were no randomized controlled trials conducted during the last Ebola outbreak in Africa, yet priceless lessons were gleaned from this experience. Why should the weight of effectiveness always trump appropriateness or feasibility? Especially since this effect is measured in a highly controlled environment. Clearly, policy and programmes are hardly ever implemented in controlled environments. Why should the tacit knowledge of experts be considered 'weak evidence'? Evidence hierarchies firmly based on effectiveness, appropriateness and feasibility should be promoted as a gold standard for evaluating healthcare interventions because they acknowledge the many facets that have an impact on the success of an intervention. Indeed, the most effective intervention will fail if it cannot be adequately implemented or is unacceptable to the consumer. Knowledge management will progress if a shift is made from the singular focus on effectiveness towards a holistic incorporation of evidence on the appropriateness or feasibility of interventions even though these (seen through a different lens) are erroneously perceived to be lower-level evidence. Besides, without wisdom, one can swim all day in the Sea of Knowledge and still come out completely dry. Knowledge management will progress if it draws from the wise, who have rightly applied knowledge. If this takes place, wisdom management will soon become the buzz word.

Günter Koch
Member of KM-A, co-founder of the New Club of Paris and former CEO of the Austrian Institute of Technology (AIT)

In my 'former life' as a computer scientist and software engineering manager, I was constantly confronted with the question of how intellectual processes, such as designing 'immaterial realities' through software, can be optimized. It was then, now some 30 years ago, that I learned about knowledge management, then also meeting some colleagues from the economics domain who engaged in identifying the value of the so called intangible assets of an organization, first hand its intellectual capital. Intellectual Capital Reporting (ICR) then became a discipline of its own. Luckily, I was in a position first time to introduce and apply ICR in a research organization which I headed, thus pioneering what became later known as 'Wissensbilanzierung' in the German speaking countries. In Austria, ICR after the model which I co-invented, even became a legal issue for all its universities and research organizations being considered as knowledge institutions. In the economic world, ICR denotes a process of creating a story that shows how an enterprise creates value for its customers by developing and using its Intellectual Capital (IC). This involves identifying, measuring, and reporting its Intellectual Capital, as well as constructing a coherent presentation of how the enterprise uses its knowledge resources. In concrete implementation of this objective, a report of the organization's Intellectual Capital combines indicator-based numbers with narratives and visualizations. The main idea behind IC Reporting is that financial information informs about the past performance of the enterprise but tells nothing about its future potential.

The future potential of an enterprise lies not only within its financial capital but at more than 50% - some experts even from the auditing community claim up to 75% - in its Intellectual Capital. Creating transparency about the enterprise's IC will enable it to manage its intangible resources better, increase its staff's confidence and motivation, as well as imparting greater certainty to investors and other stakeholders about its future earnings potential. Although Intellectual Capital Reporting has been applied first hand in German speaking SMEs by a method called 'Wissensbilanz' (the direct translation might be 'knowledge balance sheet') applying it in some thousand cases, it has remained exclusive when compared to the Balanced Scorecard (BSC) approach. The reason is simple: BSC translates the different dimensions of a company's strategy into concrete and quantitative forecast objectives which can be given to each

responsible manager in terms of a scorecard to be fulfilled, whereas IC reporting and conduct requires a more self-responsible, intelligent interpretation, you may call it a political agenda. For this reason, the 'standard model' of ICR analysing the human capital, structural capital and relational capital turned out to be as applicable to other organizations, such as public bodies and administrations, cities, regions, countries and communities.

One driving association in this development was and still is the New Club of Paris, which I co-funded, the main mission of which is to support the setting of knowledge agendas, for example by preparing knowledge policies for countries developing towards knowledge countries. This momentum led to an expansion of methodologies in identifying the knowledge capital of a country, a community or even the society. Today, the Agenda Knowledge for Development, as worked out by a team under the chairmanship of the Austrian KMA association and its director and my cooperation partner Andreas Brandner, is a mature result of many years of studying and experimenting with knowledge management methodologies, thereby supporting the growing insight that knowledge makes the difference in societal progress. The Agenda Knowledge for Development has been drafted with the Sustainable Development Goals (SDGs) in mind, in the strong belief that knowledge of knowledge methodologies is one of the key competences needed for achieving the 17 goals.

Keywords: knowledge societies, intellectual capital, software, knowledge management, research, Austria, balanced scorecard, Agenda Knowledge for Development

Ewen Le Borgne
Process Change, The Netherlands

Knowledge for Development is a tautology. Knowledge is for development. Knowledge is development. Personal, communitarian and societal development. Contrary to money and influence (coming through our personal networks), knowledge can be quickly shared and expanded, it is the most accessible route towards impact. And it is a crime not to use it, cultivate it and increase it so that we keep on addressing the grand challenges of our times, prepare for tomorrow's gauntlets and anticipate on the promises and threats of the day after tomorrow.

Knowledge is not only an opportunity, but also a necessity for us to get prepared and to leave a humanly, socially, economically and ecologically sound planet to our children and grandchildren. One where compassion and critical thinking go hand in hand. So how do we move forward? By personally cultivating knowledge and learning to be ever more aware, informed, and more able to make better-informed decisions now and in the future. By cultivating our collective knowledge and learning in our families and communities of adoption, as a fertile ground to lit the bulbs of our collective intelligence and capacity for action. By connecting these communities with national and global movements where our ideas, feelings, intentions, emotions gather a wider echo and start shaking the power structures that don't want to listen or change. But really how then?

It starts with reading, talking, documenting, learning, sharing that learning and knowledge online and especially in person at all times, reflecting on ourselves and others, and on the world, listening and caring, being ever curious about one another, about everyone, because development concerns everyone and should be led by everyone, not by greedy corporations and aloof governments.

The Millennium and now the Sustainable Development Goals are diligent efforts to provide a general direction as to where we need to get with our world, but these frameworks will disappear. The Agenda Knowledge for Development is a timely and yet timeless contribution to remind everyone young and old, women and men, of all walks of life, religions, ethnic groups etc. that we have the power to influence our development, if we care to cultivate knowledge and a tender curiosity for each other, as the seed of hope for a humanity well-grounded in the universe.

John Lewis
Explanation Age LLC, USA

I was just 6 years old when I attended the 1964 New York World's Fair, but I remember seeing the fair's theme which was prominently displayed: "Peace Through Understanding." The memory that stands out for me was not the amusement park rides or cotton candy, but the questions I had at an early age about this event: "Is peace such a difficult goal, and don't we already have understanding?" Over the years, the answers have become clearer: "yes" and "no."

To reach a shared understanding, "Knowledge for Development" cannot be just another knowledge sharing program – it needs to provide transparency into the "process" that creates and defends knowledge – particularly the policymaking process. When a cognitive model of policymaking is directly compared to the practices of politics, we begin to see the difference between sensemaking and corruption, and the difference between a knowledge-driven policymaker and a politician. One such cognitive model is called ADIIEA (pronounced uh-dee-uh), based on the six phases of the change cycle: Automation, Disruption, Investigation, Ideation, Expectation, and Affirmation. Using this cognitive modelling approach towards a shared understanding, we find that knowledge is just an output, and policy is just a type of knowledge that defines a mandated routine.

A knowledge society requires not only shared values but also a shared understanding of the natural storytelling pattern behind lessons and change, from which knowledge is derived. And shared understanding within this cognitive model requires more than publishing the decisions that have been chosen – it also requires providing the trade-offs and error preferences with the options that were not chosen. It requires more than a compelling argument behind the vote – it requires access to the argument behind the dissenting opinion. A functional knowledge society cannot be obtained until we acknowledge that we are born as "learners" and not "knowers." With this fundamental acknowledgement, there are implications for discovery education, corporate innovation, and governmental policymaking. A functional knowledge society is one that may be best called a transparent learning society.

Diana López
National Commission for the Knowledge and Use of Biodiversity (CONABIO)

Knowledge of biodiversity is key to providing States relevant, real and timely scientific information that allows them to carry out essential actions regarding conservation and sustainable use of biodiversity.

Recognizing the importance of this subnational actors to achieve it, it is essential to collaborate, with state governments and society, in strengthening local capacities (human and institutional) for the sustainable management of biodiversity, through the development and implementation of tools for decision-making.

Such tools, at an appropriate scale and in the context of the National Biodiversity Strategy and Action Plan (ENBIOMEX), address critical challenges such as habitat loss, overexploitation of natural resources, pollution and climate change, and establish guidelines not only for the conservation of local biodiversity,

but also for an effective restoration, while promoting equity and justice in access and distribution of benefits derived from biodiversity.

Therefore, as knowledge partners, States are encouraged to assess the state of their biodiversity and identify priorities for attention. Both must be broad participatory processes, involving government decision-making bodies, academia and society in general, to identify the main elements of the State's natural capital or associated with it (species, natural areas, traditional practices).

The resulting proposals for actions to conserve and sustainably use biodiversity, with a long-term vision, defining main thematic axes, lines of action, actions, compliance deadlines, as well as the main actors responsible for executing coordinated actions, will be an important contribution for the State, and to achieve the global vision of a world living in harmony with nature.

Keywords: Biodiversity, knowledge partners, participatory processes, strengthening local capacities

Patricia Mweene Lumba

Senior Knowledge Management Officer, Sustainable Development at African Union Inter-African Bureau for Animal Resources (AU-IBAR)

Optimizing Africa's Knowledge Agenda for a Thriving Knowledge Society

Successful engagement in a Knowledge Society depends on access to its paramount resource: knowledge (Elder et al., 2013). When managed efficiently, data and information can enhance Africa's participation on the global arena. Africa must reinvent its participation strategy to become a leader in the knowledge economy, beginning with an awareness of the fundamental components of a Knowledge Society. UNESCO (2013) asserts that Knowledge Societies extend beyond technology and information; they represent human development accomplishments grounded in social values, technology, and creativity. Essential facilitators encompass equitable education for all, cultural diversity, universal access to knowledge, and engaged community involvement. A comprehensive strategy, endorsed by governments and organisations, can facilitate Africa's incorporation into the Knowledge Society, thereby elevating the quality of life for its population through knowledge, technology, and innovation.

Knowledge Management (KM) is essential for realising the African Union (AU) vision of "An Integrated, Prosperous, and Peaceful Africa, driven by its citizens and representing a dynamic force in the international arena." Nevertheless, numerous deficiencies must be rectified to actualise this idea. The knowledge access gap is essential for achieving inclusive and sustainable development.

Reevaluating the Knowledge Accessibility Discrepancy

The Right to Information (RTI) has been crucial to sustainable development since the 1992 Rio Declaration (Article 19, 2017). Marginalised communities frequently lack access to vital development information (Bentley & Chib, 2017). Farmers serve as both data sources and users; nonetheless, they are marginalised in decision-making processes controlled by affluent stakeholders (De Beer, 2016). Mitigating this inequality necessitates the establishment of comprehensive Open Science frameworks to facilitate evidence-based decision-making (FAO, 2020). Open government data has shown promise in enhancing accountability and fostering economic development; nevertheless, further efforts are required to guarantee that marginalised populations get the benefits of these initiatives.

Governments and stakeholders must prioritise the dissemination of open data that enhances quality of life and aids non-governmental organisations in the effective analysis and application of this data. Moreover, localised transmission techniques, including community media, can provide wider access to essential information.

Tackling the Digital Divide

Access to technology is a crucial factor influencing participation in Africa's Knowledge Society. Notwithstanding advancements in mobile technology use, obstacles such as elevated internet expenses, lack of skills, and insufficient financial resources remain. Substantial access to technology necessitates collaboration among governments, the private sector, academia, and civil society. Such collaborations can enhance data collecting, verification, and feedback systems, promoting a culture of accountability and openness (World Bank, 2015).

Advancing the African Knowledge Agenda

To enhance Africa's role in the Knowledge Society, five key steps are imperative:

- Augment Access to Decision-Support Data: Integrate best practices and empirical evidence with policies and programs, assessing their impact at both national and continental scales.

- Encourage Peer-to-Peer Learning: Foster knowledge transfer via north-south partnerships and the expansion of effective knowledge management programs.

- Enhance Data Systems: Develop resilient national and local data management frameworks for monitoring advancements in critical areas including trade, agriculture, environment and health.

- Empower Disadvantaged Communities: Implement capacity-building activities to guarantee that all citizens can access and employ knowledge for sustainable development.

- Utilise Open Knowledge Models: Create frameworks for content syndication, promoting collaboration, and enhancing transparency and sustainability of knowledge management systems and processes.

Advancing a Cohesive Knowledge Agenda

The heterogeneous landscape of Africa needs a cohesive strategy for knowledge dissemination. Embracing the ethos of Ubuntu—the interconnectivity of humanity—can enhance networks among KM practitioners and advocate for open knowledge initiatives. These initiatives can cultivate digitally-enabled, cost-efficient platforms that enhance stakeholder engagement and expedite the achievement of Sustainable Development Goals (SDGs).

In summary, Africa's Knowledge Agenda should emphasise localised knowledge management solutions that enhance transparency, cooperation, and innovation. By doing so, Africa may establish itself as an equal participant in the global Knowledge Society and attain the transformative objectives delineated in Agenda 2063 and the Sustainable Development Goals (SDGs).

Keywords: Africa knowledge agenda, cohesive knowledge agenda, digital divide, Knowledge Accessibility Discrepancy

Villy A. Magero

Principal Records Management Officer, Nairobi City County Assembly, Nairobi, Kenya

My call for the Agenda of Knowledge for development is don't leave anyone behind. The journey of Sustainable Development needs to be all inclusive and purposed to not leave anyone behind.

Information Managers are memory workers that you need to remind you of your past, present and future, they will let you know what is in your power to interpret for development. Knowledge Managers as Memory workers enlighten communities and engage the political class who adjudicate over funds allocation for development projects. It makes no sense to keep repeating projects that have zero impact, Knowledge Managers as memory workers have an idea of the conversations that have not been heard by those who plan for development projects, the innuendos over project ideas and thus do not leave anyone behind.

Records Managers and Archivists are custodians of key information that explain details of projects within various localities. Decisions made in various organizations are normally made at times without involvement of Records Managers and Archivists thus leading to abandoned white elephant projects.

Develop policies and regulations that are all inclusive of professionals as we move the conversation of Sustainable Development Goals ahead. Do not leave anyone behind!

Keywords: agenda of knowledge, sustainable development, inclusive, information managers, memory workers, knowledge managers, communities, political class, funds allocation, development projects, records managers, archivists, custodians, policies, sustainable development goals

Vidah Mahava

Certified Knowledge Manager for Sustainable Development,
TARI Tanzania Agricultural Research Institute

Knowledge is a gift earned from experience and education. An endless amount of knowledge is flowing around us. It's impossible to store all those knowledge in our brains. There must be a way to manage this knowledge, and this is how the concept of Knowledge Management came into existence. It has become a necessary discipline for every organization. Knowledge Management (KM) represents solutions that streamline the process of capturing, distributing, and effectively using knowledge. When an organization is able to easily access, share, and update business knowledge, it can become more productive and cost-efficient. The ability to access the right knowledge at the right time, via a robust knowledge management system, informs accurate decision-making and stimulates collaboration and innovation. One of the critical goals of KM is to ensure the passing of clear and same information among the employees. They must know their tasks and responsibilities. The foremost aim of KM is to foster innovation by cultivating a continuous flow of exact knowledge. Practicing KM in an organization means developing an environment where knowledge flows freely between the members and employees. Any information should be available accurately whenever, wherever, and to whoever required.

These days KM is also used with the term Technology Transfer which means the delivery or dissemination of the latest information on best management practices, or a presentation on the newest technological tools. When I look through the literature on the topic, I find that knowledge dissemination is now widely characterized under the terms 'Knowledge Transfer' or 'Knowledge Translation and Transfer,' defined as the transformation of knowledge into use through synthesis, exchange, dissemination, dialogue, collaboration and brokering among researchers and research users. The term 'Technology Transfer' is becoming increasingly associated with the activities focused towards moving a concept along the research-development-commercialization process; ultimately leading to tangible products and technologies farmers can choose from the marketplace. Due to this, The Tanzania Agricultural Research Institute has embraced these terminologies and formed one technical directorate which is Technology Transfer, Partnerships and Commercialization and under this directorate there are two units which are Knowledge Management and Technology Transfer and Partnerships.

Keywords: knowledge management, availability, innovation, technology transfer, partnerships

Ali Imam Majumder
Former Cabinet Secretary, the Government of Bangladesh

There can be no denial of the imperatives for building global knowledge for attaining sustainable development. The need for development and sharing of such knowledge has become more crucial in the wake of the global pandemic situation. This may lead to two outcomes: renewed imperative for global knowledge production, dissemination, and sharing of information, and on the other, increased protectionism. This would certainly drive countries to revisit their development goals and agenda for sustainable development emphasizing inclusion, equality, and justice.

The interplay of 'hierarchy' and 'market' from a governance perspective may further falter in absence of a proper knowledge ecosystem in this global turbulent time unless the free flow of knowledge is shared. Several challenges constrain and risk development and sharing of such a knowledge ecosystem. Unless it is open access, scientific, and free from parochial and partisan standpoints, it will have dents on credibility, reliability, and trustworthiness.

However, knowledge production would call for more investment in research and publication. The global pandemic situation has definitely put a huge burden on the economies, therefore, may push knowledge production and dissemination further costly. Along this line, protecting intellectual property rights, leveraging open access information to curb digital divide and ensure free flow of information shows greater promises of building a knowledge-based society across the globe.

Keywords: investment in knowledge production and dissemination, hierarchy vs market, knowledge ecosystem, credibility, reliability, trustworthiness

Robin Mansell
Professor Emeritus, London School of Economics and Political science

If investment in digital networks and access to information is to support sustainable development, it must respect local people's aspirations. Investing to connect the unconnected is only a first step. Inclusive data-intensive societies cannot be achieved without paying attention to local contexts. Knowledge building requires listening to the voices of local people and treating multiple knowledge systems respectfully. Translating information into knowledge responsive to local needs requires experience in a context. It requires formal and informal learning – media and information literacy and AI literacy - about how to integrate digital information into people's lives in ways that are consistent with human dignity.

If people can acquire skills to make sense of complex information environments, they have a better chance of coping with disinformation and hate speech and opportunities to engage in participatory deliberation and choices about pathways towards alternatives to the digital tools provided by big tech companies. They can imagine and implement governance of their information environments in their collective interests and especially in the interests of those who are marginalised and discriminated against.

Investing in literacy is essential but responsibility for protecting people – adults and children - from information ecosystem harms should not be devolved solely to individuals. Governance rules and norms – state or through collective bottom-up arrangements – are essential to resist preferences of big tech companies for digital systems aimed at maximising profit through data monetisation.

Kim Martins
Co-Director, Mind Vision

We live in a post-truth world in which 'fake news' can disrupt development work and devalue knowledge. Social media platforms, such as Facebook, are driven by algorithms that push 'alternative facts' and questionable information in order to promote a specific narrative. Since the 2016 US Presidential elections, fake news has become a global threat to democracy and human rights. Active misinformation recently undermined human rights' groups in Myanmar. State-sponsored violence against the Rohingya people was fuelled by the circulation of misleading images on social media, alongside claims of violence by the Rohingya Muslims. This has led to Burmese officials declaring 'there is no such thing as Rohingya', and the alienation of a vulnerable population.

Disinformation and fake news were deployed to influence young Kenyans' vote during the 2017 elections. In Venezuela, Nicolás Maduro and his government spread false footage and lies about protesters on social media. When Amnesty International released a report about prison deaths in Syria, the Syrian president, Bashar al-Assad, retorted that 'we are living in a fake-news era.'

Equally concerning is the role of Facebook and monetized content. In 2015, Facebook announced the goal of providing free internet to developing countries. But the US presidential election has perhaps demonstrated that incendiary fake news stories were allowed to thrive on the social network and possibly helped swing the election. Facebook claims to have brought more than 25 million people online in developing countries and social media has become their internet experience. A distorted media reality that is trans-border means that alternative facts can influence perception, fuel expectations, reinforce biases and even incite violence. Democracy is threatened by the ease at which disinformation can spread and flourish.

How can we combat this? In an information dystopia, how do we discriminate between facts and propaganda? How do we know what information and knowledge to value and protect? We must create an educated citizenship. The school children of today have never known a world without the internet. They are far less equipped to distinguish fact from misinformation or conspiracy theory. We must develop critical minds and media literacy in young people, so they become responsible consumers of news. To help children separate fact from fiction, the education sector and development agencies working in this area must teach children how to question the source of information; understand satire; question whether there is a bias; how to use fact checking sites like Snopes.com, FactCheck.org or PolitiFact.com. Navigating the fake news environment is an urgent agenda.
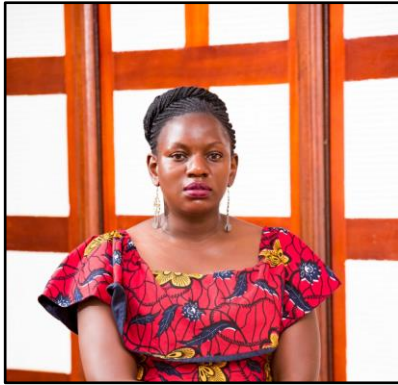
Victoria Mbigidde

Knowledge Management Officer, National Agricultural Research Organisation (NARO), Uganda

I have been in the field of Knowledge Management since 2014. I always felt the gap, loneliness, isolated, homelessness and the need to prove my relevance. It seemed like everyone belonged to some sort of association, from scientists to accountants but not KM. I needed to be part of a family that would understand/speak my language. I needed a mentor, a society, a home to run to for direction whenever I felt lost and all kind of support. I needed to offer much more than what I was. I thought I was doing a disservice not only to my employer but also to the entire population especially those who hunger for the knowledge NARO generates. FARA (Forum for Agricultural Research in Africa) has given me a home I have been yearning for all these years, the sense of belonging and presented a springboard for dreams to come true, dreams of serving my people better and be part of the desired change.

With the KM agenda gaining prominence at continental level, this is the turning point for the long-awaited agricultural transformation in Africa, since the missing part of the whole is finally falling in place. Impact of agricultural research will be felt more than ever since more knowledge and technologies will be off the shelves and shared widely with those who need it most, in a systematic manner hence transforming livelihoods for our people and Africa at large.

A platform where trust is built with no holding back, where challenges are presented and collectively addressed, a platform where shared learning takes centre stage, and more innovations spur for the good of everyone is paramount. Such platforms will see the signed declarations, goals and visions from paper to tangible results.

It is important to note that deliberate and strategic efforts and investment along the knowledge management value chain is a prerequisite if we are to achieve the set goals of "The Africa we want".

While the timing seems right, nurturing the KM agenda, partnerships and community/ies of practice at all levels while leveraging on available strengths, resources, networks, capacities and related opportunities can't be over emphasized.

After placing value on to the enormous knowledge which been put to waste for long time, I finally see Africa at the world agenda – the table of men!

Keywords: agriculture, knowledge management, knowledge, change, Africa, value chain

Ron McCallum

Emeritus Professor, University of Sydney, Australia

Access to knowledge is important for everybody, and for persons with disabilities as we are excluded. Without my supporters and accessible technology. I could never have become the first totally blind person to have been appointed to a full professorship in any field at any university in Australia and New Zealand.

Keywords: access to knowledge, persons with disabilities, blindness, universities, New Zealand, Australia

Kingo Mchombu

Professor and Acting Vice Chancellor, International University of Management, Namibia

The Agenda of Knowledge for Development 2030 supports the achievement of the Sustainable Development Goals (SDGs) 2030 through strengthening knowledge systems and services throughout the world. Coincidentally, Namibia's Vision 2030 envisions this country to have become knowledge-based society by the year 2030. Since the mid-1990 when the World Bank Human Development Report, subtitled Knowledge for Development, was launched, many Knowledge for Development projects and programmes have taken place. Most of the activities have been at the UN Agencies, international agencies and some at individual country level.

For knowledge for development to be beneficial to the people of Namibia, knowledge acquisition and development action must form one continuum, knowledge without action is of little use. A paradoxical station in Namibia is the fact that although Namibia is categorized as an upper middle-income country, slightly over 35% of the population survives below the poverty line and income inequality is among the highest in the world. The gross income disparities originate from the historical circumstances of Namibia which became a colony of Nazi Germany and Apartheid South Africa in quick succession. Both these brutal colonizers disposed black Africans of fertile land, livestock and property. Apartheid also provided inferior education called Bantu education.

Knowledge for development could thus start by looking at how to improve the delivery of education at primary school and secondary school for the majority of people who cannot afford private education. The outcome of education to the low income is very poor, with a low pass rate and below 30% of school leavers obtain university entrance grades, the rest have to go back to repeat the same grades or join the ranks of unemployed youth. Despite the poor grade 12 results some schools from the most deprived areas have produced some of the best examinations pass rates annually. The challenge of harnessing knowledge for development would be for teachers from poorly performing schools to learn from best performing schools as a way to improve the education system of Namibia.

Namibia produces some of the best meat in the world marketed to the EU, China, and the USA to mention a few places. Yet this economic opportunity has eluded the majority communal farmers because of the alleged poor quality of livestock keeping, as they raise livestock the cultural way, herd size being valued above the quality of animals. There is therefore huge economic potential to provide systematic transfer of knowledge from commercial livestock keepers to communal farmers to improve the quality of their animals to benefit from the lucrative international markets. Already the state owned MEATCO Namibia is running a small-scale project for commercial farmers who are mostly white to mentor communal farmers who are mostly black, thus improving both the communal economy and also interracial relations.

Namibia has several ethnic groups with their ancient knowledge still largely intact, as westernization has not eroded their way of living and these include the San, the Himba, and Ovatwa. Their valuable indigenous knowledge is not systematically tapped unless there is an anticipated commercial value. Knowledge for development would provide a platform to systematically and holistically harvest this indigenous knowledge while empowering the communities to be part of the development process in the country, without losing their cultural heritage and identify.

Namibia being a drought prone country and rich in wild animal resources has developed in vast knowledge resources in mitigating drought conditions and wild game farming as a commercial activity. Such knowledge would be useful in other parts of the world where similar problems are frequently encountered.

Chris McMullan

Masters' student, Anthropology of Development and Social Transformation, University of Sussex, UK

As a student of anthropology and development, I am constantly examining what knowledge means both as a process, and as a resource. By studying and comparing emic and etic perspectives, one can gain insight into culturally distinct interpretative frameworks that form the basis for development knowledge. Thus, the role of knowledge within development discourse and implementation goes beyond the social function of providing an opportunity for exchange and participation to take place. It encourages us to explore how knowledge is experienced, understood and adapted in specific narratives. For knowledge to be both sustainable and accessible, we should improve the way in which knowledge is given value. Diversifying social systems of knowledge, enhancing access to and reshaping the way in which it is categorized will provide opportunities for development. The discourse on development knowledge must shift to equally value both top-down and bottom-up approaches. It must reassess the value placed on traditional and local knowledge systems, to enhance both the implementation and exchange of this knowledge. Ensuring all forms of knowledge are valued with equality and equity will provide a level playing field for sustainable development to access all those who seek it.

Keywords: anthropology, interpretative frameworks, participation, knowledge value, bottom-up, local knowledge

Henning Melber

President of the European Association of Development Research and Training Institutes (EADI)

'Knowledge is power' remains a popular slogan in education and beyond. It aims to motivate learners to acquire knowledge and to apply it for own gains. But while knowledge can be liberating and emancipatory, it can also be oppressive and intimidating. We always need to be aware of who uses which kind of knowledge for which interests and purposes. The Agenda Knowledge for Development must interrogate the implications: which knowledge for which development? Like development, knowledge is not neutral. Nor is it value-free. We therefore cannot uncritically affirm and praise knowledge production as a relevant aspect of and contribution to development without examining the nature and intention of both, the knowledge created and applied as well as the concept and meaning of development.

This also requires that we must (self-)critically explore and question the conditions, forms, substance and likely impact of the knowledge produced. The starting point should not be the result of knowledge production, but the process of producing knowledge. Our hierarchical world is characterized by structural asymmetries as an integral part of the reproduction of societies and institutions. These are structures of power and interest, but also of contestation. Which 'Knowledge for Development' do we want to be part of and what are our visions? We should always be careful and cautious when 'universal knowledge' in the singular is the reference point, rather than the pluriversality of knowledges (cf. Mignolo).

In striking contrast, 'dataism' pretends to be a revolutionary way of producing knowledge. It reduces organisms to a level of algorithms (cf. Yuval Noah Harari). This forces us to reappraise knowledge and knowledge production as a process, which involves human interaction on the basis of respect and recognition of 'otherness'. By standardizing life on earth as data generating object for decision-making processes, we sacrifice knowledge in other forms, influenced by empathy, social justice and related motives – such as solidarity. If knowledge is not any longer a combination of the multiplicity of

experiences but reduced to data processing, then the Agenda Knowledge for Development becomes part of a problem instead of contributing to a solution.

What we need is to engage in knowledge and development for all as a process of mutual understanding in search of a common future beyond the Anthropocene. An inter-generational social contract, which seeks to honour and respect the dignity of all life on earth. EADI serves as an umbrella body, a facilitator and forum for exchanges, initiating and enhancing such debates and commitments.

Keywords: multiple knowledges, power, development, Agenda Knowledge for Development, data, social construct, EADI

Angelika Mittelmann
Knowledge Manager at Voestalpine, Winner of the KM Award 2015

It is not the knowledge as such but the attitude towards learning that makes the difference. Knowledge and learning are two sides of the same coin. The good news is that learning is a built-in feature of the human nature. In our childhood, we are constantly learning unconsciously. Given a supportive environment for child development, we stay curious and willing to learn throughout life, exploring and interacting with the world around us in a positive manner. This leads to well-grounded knowledge of our environment, enabling us to adapt to changes accordingly. The bad news is that in our society all over the world there are many individuals who never even had the chance to experience encouragement and appreciation or have lost any interest in personal development. This part of the population satisfies its basic needs while not wasting much thought on gaining knowledge beyond its own surroundings. These people are lost for the advancement of their society or, even worse, they may have a negative influence on their families and fellow citizens.

Given this challenging situation, we are all asked to do everything humanly possible to mitigate this problem. Each and every one of us can start in his or her immediate vicinity by being more caring for each other, staying open-minded and appreciative, and offering help wherever necessary. This will lead to a free flow of knowledge and exchange of experiences in the end. Learning and development can only prosper in a world where freedom, equality of men and women, equal opportunities for minorities, an appreciative attitude among all citizens, and the exchange of knowledge and experiences are naturally nourished. Let's not hesitate to put learning and development into action.

Keywords: learning, human nature, child development, individual agency

Marjan Modara
Engineer, Researcher, and PhD Candidate in Knowledge & Innovation Management, Bahrain

In October 2008, the Kingdom of Bahrain launched its comprehensive economic vision under the title of 'The Economic Vision 2030 for Bahrain'. In it, Bahrain conveys that by the year 2030 its economy would be converted to a knowledge-based economy. A knowledge-based economy, or more commonly known as a knowledge economy, lies at the new frontline of economic theory and empirical analysis. Knowledge is now considered to have a crucial role in decision-making and regarded as a principal asset to individuals and organizations. In this new economy, knowledge has surfaced as a resource to be assessed, developed, and managed and is considered as a corporate asset.

Today, the significance of knowledge is valued by what it can generate and has become the main component of production. For Bahrain to pursue its journey in developing a knowledge economy, it has to construct environments capable of competitiveness, have high networking capabilities, encourage technology transfer, promote innovation, disseminate and absorb knowledge, and acquire skills. The creation of the right conditions for the development of this economy cannot be left to chance. For this transition to happen, a collaborative and organized plan is required to attract skilled human capital, foster local talent and create effective networks between all the entities of the society.

According to Shaikh Mohammed bin Rashid Al Maktoum, the ruler of Dubai, it is not the limitation of access to knowledge in the Arab world as much as it is the lack of knowledge, the absence of the right atmosphere for building it, and training the right personnel with the appropriate instruments to embrace it that are the barriers amongst the citizens of the Arab world.

Bahrain has a state-of-the-art ICT infrastructure but has to work hard in enabling this infrastructure to assess all sectors of its society to access the right global knowledge and localize it so as to drive innovation, which is one of the major pillars pushing knowledge economy forward. For this reason, Bahrain can highly benefit from the Agenda Knowledge for Development as a valuable resource, which recognizes that knowledge and its application are facilitators for development and progress. We will continue to follow this work, collaborate with the stakeholders of the Agenda Knowledge for Development, and share with them Bahrain's journey towards developing a knowledge economy.

Keywords: knowledge economy, Bahrain, Arab world, ICTs

Aldo de Moor

Owner CommunitySense, Netherlands
Aldo de Moor is a research consultant specialising in community informatics and founder of CommunitySense. He has over 25 years of academic and business experience helping community networks discover collaborative common ground.

Humanity faces numerous wicked problems, such as climate change, biodiversity loss, poverty, refugee crises, mass migration, and food insecurity. While many top-down initiatives, led by governments and large organisations, aim to address these issues, they typically do not sufficiently use nuanced local context knowledge. It is, therefore, networks of communities of all kinds - including local communities, communities of practice and interest, and collaborative communities - that are going to make the difference.

Communities are bound together by their unique cultures, practices, languages, perspectives, and interests. Internally, their members have a wealth of common knowledge to guide their work. To effectively address many wicked problems, working towards collective impact is essential. This requires collaboration not just within but also with other communities and outside organisations. Local neighbourhoods need to collaborate with each other, environmental experts, and town hall. Together, they can develop green solutions that meet the unique challenges and strengths of each neighbourhood, as well as satisfy city-wide infrastructure requirements. Similarly, indigenous and farming communities in rural areas can benefit by sharing carefully selected indigenous knowledge of sustainable land management practices that work for the region. This collaboration can reward indigenous communities for the knowledge they are willing to share, while making modern farming practices less destructive, more productive, and more resilient in the longer term.

Community knowledge plays a crucial role in finding working solutions for the many wicked problems facing humanity and nature. However, sharing communal knowledge with the wider world presents difficult challenges such as ambiguous knowledge ownership, power imbalances, and intercommunal misunderstandings.   A powerful approach for helping stakeholders make common sense at the necessary scale and impact is to let them map their collaboration ecosystems. This entails visualising the essence of the collaboration, such as the most relevant themes and issues at play, the core interrelationships

between the stakeholders and processes in which they collaborate, and the most important resources and tools that they employ. We need better (use of) methodologies and tools for the rightful participatory mapping of collaboration ecosystems around wicked problems. Additionally, these approaches should facilitate the collaborative sensemaking of the maps by stakeholders to arrive at potential courses of action that are both effective and acceptable to all involved. By jointly discovering and building upon collaborative common ground in such more community-sensitive ways, the needs of all participating communities can be better met. These grounded and organically scalable ways of working together across a multitude of communities are essential in setting a humanity in peril on a more just and sustainable path.

Keywords: wicked problems, community networks, collaboration ecosystems, participatory mapping, collaborative sensemaking

Tshepho Mosweu

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As a former practitioner and now lecturer in archives and records management, I am acutely aware of the critical role records and knowledge management plays in achieving the SDGs. While records and knowledge management are essential for fulfilling legal obligations and supporting business processes, they remain undervalued in many organizations. This neglect often results in a lack of reliable and evidentiary information and knowledge, hindering informed decision-making. Many countries globally have embraced the 2030 Agenda for Sustainable Development (UN, 2015), recognizing the SDGs as a pathway to addressing pressing societal challenges. However, the success of sustainable development initiatives depends heavily on access to accurate, well-managed records and knowledge, which form the foundation for generating and applying new knowledge.

The importance of records and data management in implementing the SDGs is further highlighted in the United Nations (2017) report, which emphasizes that quality data is indispensable for governments, international organizations, civil society, private sector entities, and the public. Reliable data enables informed decision-making and ensures accurate assessment of SDG progress at subnational, national, regional, and global levels. Records management, with its focus on the systematic and efficient organization of records, plays a crucial role in supporting this process by ensuring that information is accessible when needed for decision-making. In essence, records management is central to achieving the SDGs as it provides the essential data and information needed for planning, monitoring, evaluation, and evidence-based decision-making. The ongoing disconnect between records management, knowledge management and data management must be addressed to adopt a more comprehensive approach to managing information and knowledge in support of the SDG framework.

I therefore advocate for strengthening national data and statistical systems through meaningful collaboration between SDG-focused organizations and national archival and information management institutions. By integrating the expertise, tools, and skills of professionals from various information disciplines, we can achieve a more holistic approach to managing data, knowledge, information, and records—an approach that is vital for the realization of the SDGs.

Keywords: archives, data management, knowledge management, records management, SDGs

Isaac Mugumbule

Supervisor Landscape, Kampala Capital City Authority, Directorate of Physical Planning, Uganda

Uganda has been known internationally as the pearl of Africa. According to the Kampala Physical Development Plan 2012 (KPDP), Kampala was previously referred to as the garden city of Africa. Kampala is a capital city with a rich diversity of natural assets, including wetlands, waterfronts, parks, urban trees and a variety of bird species. As a member of the urban governance structure, the public entrusts us as caretakers of these urban natural assets and to make decisions that should always be in the best interest of the public and not in our own interest. These decisions can only be made from a point of shared knowledge. A point where local authorities engage with the public and listen to their challenges and solutions. Urban governance in the 21st Century calls for increased citizen participation and involvement. Platforms where new ideas can be shared, challenges presented and addressed, all voices heard, solutions identified and collectively owned are key.

Ugandan knowledge society will offer such a platform where people, despite their different background, culture, interests, professions and skills will share and learn from each other. Sustainability within cities can only be achieved if the synergies between the local authorities and public are strengthened. Increased access to this knowledge among the country's population will place this nation on the path to achieving its Vision 2040.

Keywords: Kampala, local government, natural resources, environmental protection, sustainability, cities, local government, Uganda

Nolbert Muhumuza

Awamu Biomass Energy, Uganda

Kampala Knowledge City is a timely platform that I believe individuals, organizations and corporations need to develop a thriving and prosperous knowledge-based Ugandan economy. I believe the platform will not only leverage on the growing entrepreneurship in Uganda, but also a growing middle income African market. Kampala Knowledge City will help unlock the growing drive towards integration through knowledge sharing and utilization.

Keywords: entrepreneurship, knowledge city, Kampala, ,Uganda

Shira Bayigga Mukiibi
Manager, Renewable Energy Business Incubator, Uganda

Advancing knowledge to accelerate clean energy businesses
The Renewable Energy Business Incubator's (REBi) mandate is to support the development of local renewable energy sustainable enterprises and improve clean energy access in Uganda. As part of its strategic plan, REBi is set to share knowledge and experiences on proven renewable energy business models through its one-stop centre for information and knowledge exchange. As such, various stakeholders in Uganda and the East Africa region shall have access to vital information that will provide input towards development of sustainable renewable energy businesses. We therefore value the 'Knowledge Cities' initiative and are willing to continue bringing together various stakeholders during networking events and similar workshops organized by REBi to further enhance knowledge and information sharing within the renewable energy business sector in Uganda. REBi is willing to cooperate and share knowledge, opportunities and experiences in order to accelerate clean energy business development.

Keywords: local renewable energy, sustainable enterprises, Uganda, East Africa, knowledge cities, knowledge sharing

Joan Wakasa Murumba

PhD, Information Literacy Librarian - Faculty, Texas A & M International University, Kenya and USA

I am a seasoned Information and Knowledge Management professional and faculty with 15 years of experience in fostering an environment of academic excellence; developing and implementing comprehensive information management programs. As an information manager I take pride in driving the knowledge management agenda forward, especially on matters of tacit knowledge management. Tacit knowledge (TK) is an asset that is embedded in individual experiences, thoughts, values, and beliefs. The proper understanding and management of this asset contributes immensely to effective organisational performance. To support this agenda, organisations and institutions should adopt a strategic tacit knowledge management (TKM) framework to further its implementation for productivity. Aspects of selection, recruitment of competent employees and training is key. Qualified personnel positively contribute to growth and development of organisations since they are capable and have the capacity to provide strategic solutions and provide strategic leadership to organisations of any nature. For TKM to take place there must be technology to catalyse the process. The infrastructure for TKM should be fitted with facilities that promote research, creativity, socialisation, teamwork, design thinking as well as divergent thinking. For institutions to become knowledge organisations, there must be in place or exist a tacit knowledge management policy, knowledge management office, tacit knowledge audit, tacit knowledge awareness, tacit knowledge sharing culture – trust, collaborations (internal/external), independent decision making, communication channel, knowledge teams, and partnerships. These are crucial parameters that will enhance TKM that directly affects performance. Efficient TK use enhances competitiveness and improves organisational success. Once institutions appreciate their role in sustainable development, they will have no choice but to adopt such a framework which will yield tremendous output not only to a nation but to the world. Intangible knowledge is just as important as tangible knowledge. Without tacit knowledge we would not have explicit knowledge. Let us take care of it!

Keywords: Explicit Knowledge, Knowledge, Knowledge Management, Tacit Knowledge Management

Esther Mwaura Muiru
Founder and National Coordinator, GROOTS Kenya

The foundation to accomplish the ambitious 2030 Sustainable Development Goal (SDGs) lies in citizens' full participation. The development community should aim at investing in community knowledge hubs, as a physical resource centre and community's 'own resource persons'. Community resource persons who understand their living environment have a vision for the desired change and capacity to rally both right holders and duty bearers towards meeting their priority needs and aspirations. Growing up in a rural village (Kenya) in the 1970s, we had researchers who periodically collected data on average household income, number of members in a household, school attendance, economic activities etc. Sadly, we had little knowledge on what these data meant to our advancement. Today, these data rest in shelves with minimal impact on individuals and families. Ironically, the number of pupils in some primary schools has decreased, despite the growing population. Land subdivision has risen with decreased agricultural activities. Insecurity and unemployment has pushed the majority of the literate residents to cities and towns. I am convinced that these data collected in the 1970s could have helped us to plan and prepare for the emerging trends of the 1980s, the 1990s and post millennium. This scenario is the same for many villages in developing countries around the world. It is an affirmation that not enough has happened to transform well-being of people living in poverty, despite the massive demographic data that continue to be collected, and the hefty development resources deployed to do so. While the involvement of local communities in development is growing, this engagement could be termed superficial. It is hardly beyond communities responding to surveys and/or playing audience in adhoc public forums. Existing community information centres are not systematic and often delinked to the overall development goal. Empowering local communities to participate in the knowledge creation and use, contributes to 'Leave No One Behind' principle of the SDGs. The Knowledge for Development Community has an opportunity to establish Community Knowledge Hubs that ensure members of community collect, analyse, interpret and package data. Further, use the knowledge gained to drive demand for accountability and inform plans, programmes and budgeting. GROOTS Kenya attempts to establish knowledge hubs provides evidence that community led generation and management of information is strategic for human advancement.

Early 2000, women led organised communities tracked flow of resources intended to reduce the negative impacts of HIV/Aids. Using the data collected, home based care providers were able to drive demand for accountability on funds from governments and donors in Sub Saharan Africa which culminated to the World Health Organisations framework on Task Shifting. In addition, caregivers in partnership with International Centre Research on Women (ICRW) tracked the breadth and magnitude of disinheritance in their communities and used such locally generated knowledge to halt asset stripping among widows and orphans. These local knowledge informed state governance frameworks including Kenya National Land policy (2009) and Kenya National Aids Strategic Action Plan (2004-2009). Upscaling community knowledge hubs is the power to unlock equitable and sustainable development for a better world for all. As often said, knowledge is power.

Keywords: SDGs, citizens, participation, community knowledge, Kenya, research, data, villages, poverty, KM4Dev, empowering communities

Ashwani Muthoo and Helen Gillman

Director, Global Engagement, Knowledge and Strategy Division
Senior Knowledge Management Specialist, Global Engagement,
Knowledge and Strategy Division, International Fund for Agricultural
Development (IFAD)

The broader environment in which development organizations are operating has changed substantially in the past decade. The aid effectiveness agenda, focusing on country ownership, harmonization and development impact, has translated into greater accountability for results. In turn, this has led to the requirement for concrete impact, measurable through hard data, and for better delivery processes. All of this means that knowledge, innovation and competence are increasingly recognized as being fundamental for effective development. In turn, given the stronger focus on knowledge, and the recognition that no single actor can solve the complex problems of development alone, partnerships and networks have become more important. And it is acknowledged that learning approaches are part of the solution. Our organization - the International Fund for Agricultural Development (IFAD) - recognizes the fundamental importance of continuous and rigorous learning from our own experience, and from the experience of our development partners, including poor rural people and their organizations. We take a country-wide, programmatic approach to rural development that combines finance, policy engagement and extensive knowledge. We complement robust learning from experience with independent evaluations, systematic impact assessments and research. The projects and programmes we design are also built on intensive multi-stakeholder engagement to identify priorities, devise agreed solutions to problems and then realize them. In other words, we listen to our stakeholders, learn from our experience - both successes and failures - and back that up with robust evidence. This means that knowledge management is important for IFAD - as reflected in our Strategic Framework 2016 to 2025, which identifies knowledge building and dissemination as one of the key pillars of IFAD's results delivery. It states that a core purpose of IFAD's KM must be to 'identify, develop and promote successful and innovative approaches and interventions that have demonstrated potential to be scaled up.' We know that business as usual is not an option for achieving the SDGs and, like many other development partners, IFAD is committed to increasing the impact of every dollar it invests. To this end, we are pursuing an agenda that focuses on innovation, sharing knowledge, and scaling up successes for expanded and sustainable impact.

Keywords: aid effectiveness, learning approaches, learning from experience, scaling up, IFAD, knowledge management

Dali Mwagore

Freelance KM and Communications Consultant, Kenya

1. Stop stealing indigenous knowledge in the name of research

2. KM at the grassroots (whose responsibility is it?)

3. Stop biopiracy of indigenous natural resources (whole baobab trees have been uprooted in Kenya and sent to the US. Why?)

Keywords: KM, grassroots, indigenous/local knowledge, local natural resources, stealing

Oscar Nagari

Information and Communications Technology Managers, Uganda Health Marketing Group

True knowledge is transcendental, and its value can only be measured against the backdrop of existential purpose. It is a separation of belief from fact, and the division of the plane of independent reason from common traditions and ideologies. To the entire human race, the very reality of life and our inherent awareness of it, is a call to a higher purpose, a delineation of the animate from the inanimate. It is incumbent, therefore, on all society – communities, leaders and citizens – to see in themselves the ultimate and divinely inspired office which is the custody of our present habitation.

As individuals and as a nation of diverse experiences, talents and outlooks, we must fervently strive to establish a global harmony, casting aside any retrogressive sentimentalities, as we look up towards a greater and more noble goal: the propagation and preservation of life. The sole role of our sentience is the flawless and concise communication of who we are and what we as a species represent from one generation to the next. To achieve this, we ought to purposefully search out, protect and pass on knowledge, laying down foundations upon which enduring civilizations are built.

Every heritage is most often underpinned by a collective understanding of the significance of question and disagreement which, indeed, are key factors in the identification of our own individuality and are the highest forms of schooling for those seeking true education. In this, we must learn the value of entertaining unpopular ideas and cultivating open-mindedness. As a nation, we must individually resolve to evolve from the mire of self and from unfounded fears into one complete organism that is ready to embrace challenge and conflict. How else will society see the holistic realization of its true purpose and divine calling?

There is no challenge so big that a nation with so great a potential cannot rise to meet it. We owe it to ourselves to march on unafraid and, as a unit, be unwavering of mind in order to meet and embrace the unknown, to tread upon new paths and cause knowledge and purpose to become one. Any failures and mishaps along the way are but stepping stones to greater heights. When the people, when the earth, when society's structures call out, we must present ourselves as well-equipped banners and beacons of hope.

Keywords: knowledge, societies, Uganda, open-mindedness

Agnes Naluwagga

Coordinator, Regional Testing and Knowledge Centre, Centre for Research in Energy and Energy Conservation (CREEC), Uganda

Knowledge is a fundamental necessity for any successful achievement. The knowledge acquisition cycle is a continual process for all individuals, nations and the world at large. For continued sustainable development across all sectors and regions especially in the African region, knowledge is a key catalyst on how fast development will occur and whether any kind of sector development will be sustained. Knowledge transfer and sharing will ensure customisation of already existing knowledge to unique environments and the ability for local application, implementation and maintenance, thus resulting in sustainable development and overall socio-economic transformation for the African region as a whole. This is a great initiative, and we are willing to contribute and share our experience on the clean cooking sector together with great minds globally.

Keywords: knowledge sharing, knowledge transfer, knowledge city, Kampala, Uganda

Lata Narayanaswamy

Lecturer in International Development, University of Leeds, UK

People need information at various times and at different points in their life course, and access to information in order to facilitate knowledge creation processes underpins the capacity to address both individual and collective development challenges. At the heart of Knowledge for Development (K4D) goals to support the achievement of inclusive knowledge societies must be a commitment to social justice, and addressing gender inequality is rightly singled out as a priority area for achieving socially just development. Gender inequality, exacerbated by other axes of difference including but not limited to race, class, sexuality, marital status, age and religion, emerges as a concern in relation to both information access as well as the capacity to turn information into knowledge and, as importantly, action. Information initiatives should aim to raise awareness and facilitate action to address the lived realities of gender inequality across a diversity of contexts. We need to create spaces where improved information access supports action to challenge unequal political, economic and social structures in which gendered norms and practices persist, privileging the voices and views of women and men marginalized from mainstream development. Since inclusive knowledge creation processes are essential to achieving the SDGs, we need to acknowledge the systemic challenges faced by initiatives seeking to leverage knowledge to promote more inclusive knowledge societies. My research has highlighted the persistence of what I have termed embedded exclusion, embodied in the professionalisation and elitism that characterises so much of K4D practice. This finding forces us to question how we facilitate the inclusion of a diversity of voices through challenging not just whose ideas count, but how we communicate ideas, in what language and through which media, channels or technologies. We must also challenge the tendency for K4D to become a supply-side tick-box exercise where the responsibility to access and thus respond to the increased availability of information is down to the agency of the individual information-seeker. Instead, the inclusive knowledge society should place at its heart a triad of listening, dialogue and learning as a way of achieving locally-relevant and inclusive social, political and economic development.

Keywords: social justice, knowledge for development, gender inequality, action, voices, knowledge creation, inclusive knowledge societies, embedded exclusion, professionalisation, elitism

Cecilia Nembou

President of Divine Word University (DWU), Papua New Guinea

Visions for future knowledge societies
In this statement, knowledge means expertise and skills acquired by a person through experience or education and development means a fundamental change in the well-being of an individual or society derived from their capacity to harness the benefits of a knowledge society in a sustainable manner. Knowledge is a necessary and sufficient condition for human advancement. Every year the DWU sets herself a motivational theme. In 2016 the theme is 'DWU in collaborative learning and knowledge creation in the global higher education network.' Our theme reflects our strategic vision for the third decade which envisions DWU as the first eUniversity in the South Pacific region. The advancement of science, technology, engineering, and mathematics (STEM) as the driving factors in knowledge creation has placed knowledge in the Cloud through the global network of information and communication technologies (ICTs) making it accessible to anyone, anywhere in the world to co-create knowledge by research and higher learning activities. With the application of appropriate ICTs for e-learning and e-teaching, e-research and e-support services, DWU

will operate in the Cloud to enrol students, co-create knowledge and share knowledge with all e-learners throughout Papua New Guinea, Pacific Islands and the world.

DWU will take transnational education to the Cloud and build human capacity such that people have the ability to be the change they want to see and create their own future. To enable our staff and students to meaningfully participate in this vision, DWU has embarked on capacity building for facilitated e-learning and e-teaching, moving from the traditional face-to-face (F2F) mode to online and blended learning pedagogies. Academic staff and their students are actively seeking out online research collaborators for benchmarking and individual advancement. DWU will make a significant contribution to PNG's advancement towards a knowledge society by creating a future whereby education is accessible to all citizens via ICTs.

Keywords: knowledge societies, education, development, human advancement, Divine Word University, universities, South Pacific, Papua New Guinea, ICTs, e-learning, e-teaching

Vanessa Nigten
Knowledge Broker at The Broker and the Food & Business Knowledge Platform

The Agenda Knowledge for Development rightly urges country knowledge investment. To make knowledge work practically to reach the SDGs, knowledge brokering plays an essential role. Knowledge demand and supply of various stakeholders should be better adapted by coherent knowledge development and use. Different worlds of knowledge from various disciplines, geographic levels and actor perspectives have to be connected. Practitioners and policy makers should be involved throughout knowledge and research trajectories. Independent brokering institutes can facilitate this and the needed balance for all interests, needs and commitments in continuous dynamic interactive non-linear processes. For this to occur, knowledge brokers need skills such as mediation, networking, the ability to switch between general and specific knowledge, political nous, and clear messaging. The process of knowledge brokering starts by jointly identifying knowledge gaps and then formulating knowledge questions. This method reasons from practical development issues and confirms how knowledge can solve them. All related actors are included from the beginning of the process with accessible and open dialogues. They build further upon what is already known aligning with others in their region and sector, but also across countries and themes. Depending on the needs, developing new research should be balanced with providing overviews and synthesising existing knowledge, innovations and lessons learned. Multi-stakeholder Communities of Practice continuously work on co-creation and research uptake, and adapt and embed research results into practices to improve them, and scale successes up and out. In addition, aimed outcomes and impact for sustainable development are measured. Actors working on SDGs jointly have to reserve sizable means for the intensive, long yet essential trajectories of knowledge brokering and its evaluation. For those processes, knowledge agendas for sustainable development and knowledge eco-systems that are flexible to adapt to changing practices should be (further) developed.

Countries should specialise based on their expertise and jointly align their activities and define the most relevant and urgent actions to follow. Knowledge broker facilitation can be taken up within independent platforms, such as the Dutch ones for the priority themes of its sustainable development agenda, and stimulated at universities, policy and private organisations working on the SDGs.

Keywords: knowledge brokering, SDGs, knowledge gaps, knowledge questions, knowledge platforms, Netherlands

Klaus North

Professor of International Management, Wiesbaden Business School, Germany

Knowledge or ignorance for development?
What drives or hinders development of nations, regions, organizations, teams or individuals? Most of us would agree that knowledge and competence are at the heart of creating value and improving our lives. Currently we are witnessing a number of developments where deliberate ignorance and prejudice is instrumentalised to gain power, manipulate and reach unethical objectives. This shows that the availability of more and better data and information does not always lead to better decisions. It seems a paradox that the more we know the less we apply of this knowledge. Let us fight this ignorance and remind decision makers at all levels that after centuries of scientific research to advance society we will have to apply what we know and contribute to a better education of all of us so that we are aware of and critical towards manipulations of information and knowledge!

Keywords: knowledge, competences, creating value, manipulation of knowledge, decision-making

Ronnie Ntambi

Chief Executive Officer, Pictures of Africa

Trend vanes are indicating that advanced economies are being radically altered by dynamic processes of economic and spatial restructuring within the frame of a new knowledge economy. Today, knowledge is addressed as a key driver in urban development hence many cities all around the world are in fierce competition to attract talent and innovation by adopting various policy measures and incentives for promoting the knowledge city concept. Global urban planners see Knowledge-based urban development (KBUD) as a new form of urban development for the 21st Century that could, potentially, bring both economic prosperity and sustainable socio-spatial order to a contemporary city. We are excited that the concept of a Kampala Knowledge city is being mooted.

As a company that helps individuals, institutions, small and large organizations, corporations and companies tell their stories, build their brands and effectively and efficiently communicate with their stakeholder, Pictures of Africa is proud to be associated with the proposed Kampala Knowledge City. We commit our support to the process of making this concept a reality.

Keywords: knowledge city, Kampala, urban development, Uganda.

Gabriel Odili Olise

PhD candidate and research assistant at Cyprus International University, Cyprus & Nigeria

Gabriel Odili Olise hails from South-South Nigeria, holds a bachelor's degree in Geography, a master's in Innovation and Knowledge Management, and is currently a PhD candidate and a research assistant at Cyprus International University, Cyprus.

One of the major obstacle facing 2030 Agenda for Sustainable Development, is perceived lack of an effective Knowledge Management Integration-(KMI), that coordinate, integrate, monitor and measure progress activities across board, there is need for government

of developing countries to integrate Knowledge-Based Management-(KBM) across government subsidiaries, this is critical in addressing the issue of institutional corruption, drive real-time data management and improve internal processes. Entrenched Endemic Corruption in developing nations hinder economic and social development, which are central to UN SDGs.

To achieve the 17 SDGs, developing nations need to install knowledge management system, for easy acquisition of data, especially in the evolving knowledge society, environmental data play a critical role in ensuring effective strategic planning-cum implementation, this will help to meet the defined 17 SDGs. The role of intergovernmental organisations in this context is to advocate for knowledge transparency by encouraging member nations to adopt KMS into their processes. This can be achieve through Local Knowledge Points-(LKPs). Local Knowledge Points are field knowledge collection points at local or community-based levels, with direct access to field data relating to all the 17 SDGs. LKPs will be responsible for the acquisition and transfer of field knowledge to Regional Knowledge Centres (RKCs), while the National Knowledge Hub (NKH) collate all transferred knowledge for effective planning and decision making. KM will not only be instrumental at national level but will assist the UN KM department in tracking real time progress, it will also enhance local integration which has implication for global coordination.

Keywords: Knowledge-Based Management, Developing countries, Local Knowledge Points, Regional Knowledge Centres, National Knowledge Hub.

Francis Onencan Onek
Finance and Administration Manager, BOSCO, Uganda

At present, I see knowledge society as a human structured organization based on contemporary developed knowledge and representing a new quality of life support system. This society is based on knowledge distribution, access to information and capability of transferring information into knowledge. Knowledge distribution can take any of the following means: success or failure stories, bulletin board, discussion groups, step by step, reviews, subscription and frequently asked questions in home page or magazine. In all these the digital medium seems to be gaining shape as the most reliable in terms of distribution, accessibility and transferability of information into knowledge in a knowledge society. The challenge, however, still remains in the developing world where the cost of internet is sky rocking, while energy, electricity and even connectivity quality is still poor, coupled to the exclusion of their traditional ideas or cultural preservation. Sharing knowledge on how to design or transfer the knowledge sharing practices in the developing world onto the digital platform would go a long way in dealing with the issues of exclusion, acceptance, boundaries hence a borderless knowledge society. I envision a society where technological development, culture and boundaries are no longer barriers to knowledge sharing for development.

Knowledge Development Goals:

• to establish a universal knowledge development framework or guiding principles just like the generally accepted accounting principles (GAAP), this is to standardize knowledge development without having to take away creativity and the sustainable development aspect of it.

• to establish an inclusive knowledge for development working groups across the globe that embraces bottom-up approach of knowledge utilization in fostering development while preserving the environment.

Knowledge Agenda. The most relevant and urgent actions to be taken:

• Increase access to ICT, more ICT centres should be established in the rural communities and the local communities trained on the use of ICT for development.

• Increase access to electricity and solar energy by the rural communities

- Developing an actual partnership in between the so called developing and developed countries for creation of a global knowledge society. This will also help to avoid brain drain because of the existence of knowledge without borders.

Keywords: knowledge distribution, developing countries, knowledge sharing, ICTs, communities

Osbert Osamai

Systems Analist, National Information Technology Authority, Uganda

Knowledge is a vital ingredient in the economic development of any country. In the area of ICT, adoption of online Government services (e-services) is highly dependent on knowledge that the service exists, knowledge of the regulatory and legal framework and knowledge in the skills required to access and use the service. Such knowledge should be documented by responsible parties, stored securely, shared freely with the citizens and updated regularly. Furthermore, all contributions made to the knowledge base should be evaluated and confirmed by expert teams to ensure trust in the content. Finally, knowledge can be abused to facilitate cybercrime and other unwanted activities. In that case we should all have mechanisms in place to counter such malicious behaviour and sensitize our citizens about the same.

As a country let us strive to acquire more knowledge in vital areas of our lives by improving our reading culture, collaboration with the global community and sharing our research extensively. I believe that the knowledge city will trigger our desire to learn more both locally and globally and contribute to the well-being of our people.

Keywords: knowledge, economic development, IT, trust, cybercrime, knowledge cities, Uganda

David Otieno

Head of Programme, GIZ Uganda Broader Energy and Climate Programme

Statement for the Knowledge Agenda for Uganda:

At GIZ, we believe that systematic capture, sharing, and use of knowledge enables the adaptation and scaling of successful practices across projects, regions, and time periods. For nearly 60 years, and across hundreds of projects and target communities in Uganda, Germany-Uganda Development Cooperation has relied on numerous knowledge exchange systems to enhance project effectiveness, efficiency, and sustainability. We, along with our commissioning parties and partners, have continuously built on past experiences and generated new knowledge when implementing our various projects. This has enabled us to adapt and scale up some of our most successful practices, while also learning valuable lessons from those that were less successful.

Therefore, as the main implementer of German Development Cooperation, acting on behalf of our various commissioning parties and partners, it is critical that we integrate knowledge management into our operational strategy to ensure not just sustainability, but also value for money. We also leverage knowledge, information and data to support achievement of long-term development goals, such as the Sustainable Development Goals and the 2030 Agenda for Sustainable Development.

At an operational level, GIZ works in an integrated manner that fosters learning, participatory planning and aligned implementation internally and among our various stakeholders. This is through contribution to

thematic working groups and sector networks that seek to collaboratively address subnational, national and global challenges. These strategic engagements and partnerships further enable stakeholders to leverage each other's experience, networks and know-how to develop comprehensive solutions to some of Uganda's most critical development challenges –contributing to a better future for all in Uganda.

While effective knowledge management comes with challenges, such as the need for meticulous data management and the difficulty of sharing timely information and insights with all teams and locations, proper planning, digitalization and active engagement are available avenues to achieving the desired results.

Ultimately, robust knowledge management practices empower development organisations like GIZ to achieve their goals more effectively, driving sustainable progress and positive change. We therefore call for continued prioritization and investment in this area. We also urge all stakeholders to stay committed and collaborative to effectively utilize knowledge management for sustainable development.

Keywords: renewable energy, learning, participatory planning, thematic working groups, partnerships

Isaiah Owiunji

Programme Coordinator, Energy, Climate and Extractives Programme, World Wide Fund for Nature, Uganda

The old adage is clear: "knowledge is power" and as human beings we live in a knowledge era. Our work and our lives are centred on the creation, communication, and application of knowledge. What sets us apart as individuals and nations in levels of development is the differences in accumulation and application of knowledge in our places of work, manipulation of the environment and in improvement of our everyday lives.

Knowledge is very important element for our development in Uganda since it can be manipulated to create competitive advantage for our country to develop its industries, the rich natural resources and the people. As Uganda strives to achieve middle income status, knowledge will be crucial to develop its natural capital, create values, unique products and empower its people.

The creation of relevant knowledge, its management and accumulation will be critical in Uganda's development agenda. For instance, the application of knowledge, innovation and ICT will be one of the key factors in ensuring balance between petroleum development and the key protected areas in the Albertine Graben in Uganda. Similarly, practical and relevant knowledge will be required to develop systems, strategies, practices, methods and technologies to help Uganda solve the challenges of low energy access and heavy dependence on biomass which leads to degradation of its beautiful environment and nature – a cornerstone for its tourism industry.

Keywords: knowledge is power, competitive advantage, knowledge, IT, energy, protected areas, Uganda

Neil Pakenham-Walsh

Director, Global Healthcare Information Network, UK

Progress on the SDGs is wholly dependent on the ability of individuals and organisations to cooperate, collaborate and share perspectives, experience, and expertise, 'in a process of collective learning in a shared domain of human endeavour' - our shared commitment to the realisation of the SDGs. For this, we need Communities of Practice (CoPs). The term CoPs is familiar to most of us who work in international development, and especially those who work in knowledge for development. 'Communities of practice are formed by people who engage in a

process of collective learning in a shared domain of human endeavour.'

I work in the area of global health and, at the centre of my work over the past 17 years, has been the promotion of multi-stakeholder communication for global health. Over the past 10 years my organisation (Global Healthcare Information Network) has supported five global CoPs (HIFA-English, HIFA-French, HIFA-Portuguese, CHIFA - child health and rights, and HIFA-Zambia) - a dynamic global community with more than 17,000 members in 177 countries worldwide. Also, for the past 4 years I have served (in a voluntary capacity) as chair of the Dgroups Foundation. Dgroups supports more than 700 CoPs in international development (including the HIFA forums), as a non-profit partnership of development organisations. Other examples of CoPs in international development and social justice include the KM4Dev Dgroup and Ning group (Knowledge Management for Development) and the newly established K4DP Dgroup (Knowledge for Development Partnership). There are thousands of other CoPs in international development, social justice and global health run on a wide variety of platforms.

Communities of practice (CoPs) have the potential to contribute to the achievement of the Knowledge for Development Goals (KDGs), especially:

- Pluralistic, diverse and inclusive knowledge societies (Goal 1)

- People-focused knowledge societies (Goal 2)

- Strengthening local knowledge ecosystems (Goal 3)

- Knowledge partnerships (Goal 4)

- Rural-urban linkages (Goal 5)

- Improved knowledge strategies in development organisations (Goal 6)

- Capture, preservation and democratisation of knowledge (Goal 7), and

- Information and communication technologies (ICTs) for all (Goal 13)

I propose that CoPs should be recognised explicitly in the Knowledge Development Goals (KDGs) and that the Agenda needs to emphasise the importance of communication and the need to improve the effectiveness of communication for development. Communication and cooperation among individuals and organisations in the international development community takes place in a variety of contexts, which include face-to-face meetings and conferences, and one-to-one interactions, inter alia. Such meetings and interactions will always be necessary, but they are by definition exclusive. Few people can afford to fly to an international conference. Even among those who can afford it, a growing number will not or cannot do so. A growing number refuse to fly long-haul to such conferences on the basis of the environmental damage caused. Face-to-face conferences are also very expensive. They are increasingly unsustainable, and we need to foster and develop complementary methods of group communication.

CoPs in general (and, I believe, Dgroups in particular) have an as yet unrealised potential to support communication for development. By their nature, they are:

- Much more inclusive and accessible than F2F conferences

- Allow more space for participants to consider their contributions (CoPs are asynchronous)

- Provide a more equitable platform (all participants, whatever their professional status) are given equal respect (indeed, on the HIFA forums, community health workers in rural Uganda are more eagerly welcomed and listened to than senior health executives in Geneva!)

- Provide 24/7 communication (in contrast to conferences that last only a few days)

- Provide a complete record of communications (in contrast to most conferences, where some content, but not all, is retained)

I emphasise the complementarity of CoPs and F2F conferences. HIFA has successfully run many thematic discussions in the weeks running up to a conference, thereby providing valuable content from stakeholder who are not able to attend in person. Through their inclusivity and flattening of hierarchies, CoPs

promote and nurture mutual understanding, exchange and solidarity across different disciplines, countries, and thematic areas of interest. Some CoPs, such as the HIFA forums, explicitly bring people together around a common goal (Healthcare Information For All) and such CoPs are known as 'Communities of Purpose'.

Finally, it is crucially important that people who speak different languages are able to interact and communicate effectively. Currently, huge numbers of people are excluded from dialogue for development simply because they do not speak the language (often English) that is used. CoPs can help to bridge this gap. This can already be done by supporting (and bridging) parallel groups in different languages (HIFA has parallel groups in English, French, Portuguese and - soon to be launched - Spanish). Automatic translators such as Google Translate are improving and are well suited for CoP text-based communication. (By contrast, automatic translation of the spoken voice (as in F2F conference) is not likely to be an option for many years.) Dgroups is currently looking into the potential of immediate automatic translation of messages, so that the reader can read messages (originally in any language) in the language of their choice. I conclude by endorsing the words of Petru Dumitriu: 'The executive heads of United Nations system organizations should sponsor the use of communities of practice in their respective organizations, as a means of stimulating interaction, knowledge sharing and solution searching within their respective organizations and systemwide' (Dumitriu, 2016). I would add that such sponsorship should be all-inclusive in line with the Dgroups vision:

> 'A world where every person is able to contribute to dialogue and decision-making for international development and social justice.' www.dgroups.info

Keywords: communities of practice, communications, development, knowledge, collaboration, conferences, Dgroups

Gail Pearman
Propel, South Africa

I am a newcomer to KM and International Development – albeit I have dived in with gusto. My thoughts may be green so please take what is valuable and grin knowingly at what may be naive. I believe that international development with exponential impact is not the dream of an idealist. It can exist, but only when learning with the mission to capture and nurture knowledge is the inner core – and only when there is more glue. By glue I mean "willing knowledge sharing". Knowledge is not IP. It should be shared, even if it goes against human nature to embrace the spirit of learning – where we must not only replicate what works but terminate doing what doesn't work. Even if failing forward is a difficult lesson. Looking ahead, nothing should be lost in translation, literally. Local connections and no assumptions are key. While my one-person mission cannot glue back together any macro splintered impact, I believe when we collectively hold and hand over knowledge with the respect and rigor it deserves – to the next generation – this is the glue we need for the Future. If as a writer I can help to ignite momentum, if as a mom I can inspire young people to hold knowledge management at the centre of their lives – and if in any way (possibly in a So-many Core Cultures Documentation project) that I can add to the momentum of this significant work, then that is my starting point. Gail Pearman: Writer | Propel Communications Associate.

Keywords: Knowledge Learning, Culture Knowledge Protection, Understanding Knowledge Pertinence, Speaking Young Peoples' Language

Jaap Pels

KennisKlussen | KnowledgeWorks, The Netherlands

It seems obvious knowledge is relevant for development. But so is trust, respect, innovation, co-creation, learning, money, (information) technology and a plethora of other conditions and intangibles. What's most relevant however, is 'Knowledge of- and by Development,' reflecting Abraham Lincoln's famous 'Government of the people, by the people, for the people, shall not perish from the earth' which guided development of the strongest democracy on earth. The Agenda Knowledge for Development thus should be on 'Knowledge of-, by- and for Development.' This indicates we left the 'Development instrumental/implementation' era where 'Development is brought to the world' (we bring Knowledge for Development) and adds extra focus on the human angle (Knowledge on Development as held in people's heads and information) next to methodological guidance (Knowledge by Development).

Knowledge resides in people's heads. That Knowledge has to come by Development and has - in the words of Stieglitz - to be 'scanned for globally and re-invented locally.' By local re-invention, recreation knowledge will be by and of -, and from there it can grow into for development. The Agenda Knowledge of, by- and for Development must therefore aim on bringing people together in international, local and on the ground action groups, meetings, activities, consortia, research groups, working groups and communities like the KM4Dev. To honour the work of the KM4Dev community with the KM Award 2016 is an expression of that Agenda. The Agenda Knowledge of-, by- and for Development bundles conversations between and activities among Development stakeholders, namely all human beings on our planet.

Keywords: knowledge for development, local knowledge, Agenda Knowledge for Development, KM4Dev

Johanna Pennarz

Johanna Pennarz, Lead Evaluation Officer at the Independent Office of Evaluation of IFAD, leading evaluations of IFAD country strategies and programmes. In 2023, she led the corporate-level evaluation of knowledge management in IFAD.

The context for international organisations is changing in rapid, complex and unpredictable ways. Development organisations are under pressure to adapt their business models, to address the challenges resulting from reduced development funding and to meet the ambitions of the Agenda 2030.

Evaluation has an important role to play, facilitating learning loops and supporting transformative change. We have seen in our organisations an increasing appetite for knowledge products that systematise evidence and lessons from evaluations. Evaluations provides important lessons that can support organisational learning and systemic change. Furthermore, by looking at both success and failure evaluations can help identify solutions that can work.

Transformative change requires evidence that is challenging common assumptions and beliefs. Evaluations draw their findings by interrogating the explicit and explicit assumptions about how development works. Evaluations contribute to an understanding of change processes by identifying the underlying forces and drivers of change.

The multidimensional nature of development requires holistic and multidisciplinary approaches to evaluation that are able to capture the complexities of transformative development. Evaluations dealing with complex processes and systems would involve diverse stakeholder groups and harness diverse

knowledge systems. Stakeholder engagement provides multiple perspectives, concerns and values on what works for who and why.

Evaluation can thus provide a platform for stakeholder dialogue. Stakeholder interaction during the evaluation process not only enhances the quality and depth of analysis, it also builds a shared understanding about the issues on hand. Evaluations using participatory and collaborative approaches therefore actively support ownership and development of shared solutions.

One of the key challenges for evaluations is that they take place within a context of power relations and structures that are affecting the demand for and use of evaluation knowledge. Evaluations can promote accountability on issues that are inherently politically driven by being very transparent about the methodology, evidence and process. Transparency also enables stakeholders to buy into the process and make evidence-based decisions.

My vision is that evaluation will become an effective agent of change, by embracing principles of inclusive and equitable development and building on participatory and democratic principles. Learning and knowledge will become key functions of evaluation, in particular, by drawing evidence and insights from multiple stakeholders and contributing to a better understanding of how transformative change could work.

Keywords: evaluation; transformative change; stakeholder engagement; collaborative approaches; power relations

Mike Powell

Mike is working on new concepts and practices for intellectual labour on developmental and environmental challenges (emergentworks.net). He previously worked on health, development and relief programmes in Latin America, Africa and the North of England.

When the World Bank launched its Knowledge for Development Report in 1998, it had the technocratic premise that the knowledge needed to achieve development existed and that the challenge was to disseminate and apply it. It is now clearer than ever that development is a social process which requires active and intelligent participation across society. The SDGs envisage new social realities. This implies the need for new relationships, new dynamics and new knowledges.

Thus, whilst formal research, technical knowledge remain central, achieving the goal requires knowledge processes which support local knowledge dynamics. They must recognize the contribution of lived experience to understanding local realities, provide cognitive pathways to access, assess and adapt external knowledge, and, above all, relate to local cultural, epistemic and political expectations in ways which build lasting engagement and support.

Such processes will be formed by the purposeful interactions of many institutions and people. They will inevitably be iterative and emergent and need to be managed as such. Creating value from multiple knowledges with different roots poses new challenges. Contestation and dispute are intrinsic to knowledge production and use, as are the discovery of commonalities amongst difference. It cannot be that anything goes or that knowledges and alternative facts are selected to suit preconceived prejudices. Underlying values and intent need to be explicit.

The open, accessible, distributed knowledge ecologies envisaged cannot be centrally directed but they can be supported and connected. This requires investment in the nuts and bolts of information management, in accessible archives and in the development of common technical standards that support mass usage as well as specialists.

Keywords: SDGs, multiple knowledges, knowledge ecologies, emergence

Shishir Priyadarshi

Director, Development Division, World Trade Organization

It is well established that the promotion of knowledge - including through human capital accumulation, development of information technology and communication tools, and promotion of innovation - is a key ingredient for economic development. Governments have a key role to play in building a strong domestic knowledge base by developing capacities and devising appropriate policies and institutions that would facilitate the acquisition, use and absorption of knowledge.

Knowledge is an essential component of the goods and services that are traded across borders. Economic specialization allows in-depth knowledge to be applied to dedicated tasks and functions related to manufacturing goods or to providing services. The result is a broader and more competitive range of goods or services than would otherwise be available if we had to rely on just our own national knowledge. This is good for global welfare, and it also helps economic development.

International institutions, such as the World Trade Organization (WTO), also bear a responsibility to help governments achieve their objectives. By setting multilateral rules for trade, the WTO seeks to ensure that knowledge embedded in goods and services flows across borders. In so doing, the WTO implicitly recognizes the importance of knowledge in facilitating economic development. Various WTO agreements in the area of goods and services support the use of knowledge in economic development. Liberalization of trade under the aegis of the WTO has led to a significant reduction of trade barriers, which has facilitated expansion of the cross-border movement of goods and services, and consequently in the movement of global knowledge across borders. This is particularly relevant in the context of the expansion of highly specialized international value chains where knowledge is applied to a very specific task or link in the value chain. Global value chains are important channels for technology transfer and strengthening of domestic knowledge.

One WTO agreement that deals directly with knowledge is the Agreement on Trade-Related aspects of Intellectual Property Rights (TRIPs). It sets out global minimum standards for the protection of knowledge as embodied in the various instruments that provide intellectual property protection. These standards contribute to the promotion of domestic innovation and foreign direct investment inflows, which are key channels for enhancing domestic knowledge. Additionally, this Agreement contains provisions aimed at facilitating the transfer of technology to developing countries. Another example is the plurilateral Information Technology Agreement (ITA), whose objective is to eliminate tariffs on a range of information technology products. This Agreement has not only made high-tech products more affordable, but it has also helped to promote innovation in developing economies, thereby helping their integration into global production networks.

The WTO also helps in promoting knowledge development and services acquisition is through its technical assistance and capacity building activities that help Members build their trade capacity. In addition, the WTO's Aid for Trade Initiative seeks to help governments build their supply side capacities and strengthen their trade related infrastructure, which are both key ingredients in ensuring that trade flows, and consequently knowledge flows, increase.

Keywords: World Trade Organization, TRIPs, trade, economic development, national development, international development, technology

Andrej B. Racz

CEO & Co-founder for C-Sync Ltd, United Kingdom

As new generations make their place in our workforce, an uncomfortable truth that has been suppressed is bound to rear its head. Company practices fail to meet the engagement expectations of the future; generation Z.

Quite frankly the marathons of meetings, swarms of emails, and PDFs that read more like a novel will not cut it anymore for us. Through the use of AI and media innovation, this is easier to evolve than you'd think. This issue of communicating our knowledge engagingly has existed far before our years, yet each generation has seemingly played hot potato with this problem and deferred it to the next. Time is up; in 2030, Generation Z will make up 30% of the workforce and will be a deciding factor in the decent work ambitions of tomorrow.

Consider the evolution of media for personal purposes and how optimised different forms of information or content are to maintain your full attention. In our lives external to work, we have evolved to consume short videos, podcasts and films that seamlessly communicate knowledge to us. When we consume information at work, however, we have yet to make that step. As technology develops further, this engagement gap will only further become more apparent.

In order to attain knowledge, we must learn, and in order to learn, we must attain the desire for it in the first place. Let's take courage in pioneering innovation for our future work environment and move from stale to stimulating.

Keywords: gen-z, internal communication, engagement, innovation, workforce

Dhingra Radhika

Knowledge Management Consultant, UNICEF India

Radhika is a dedicated Qualitative Researcher specialising in knowledge management, She emphasises localisation, decolonisation of knowledge, and has a core strength in adaptive management and facilitation.

My vision for knowledge management in sustainable development emphasises the importance of contextualising learnings from the Global North to make them relevant for the Global South. This approach ensures that the transfer of knowledge is not top-down but inclusive and adaptive to local contexts.

Decolonizing knowledge is crucial, not just in conferences and meetings, but also in the ways we conduct research and implement policies. Future researchers and policymakers must immerse themselves in local realities, spending time on the ground to genuinely understand the contexts they aim to improve. Knowledge management plays a pivotal role in distilling diverse experiences and fostering adaptive, reflective practices.

By valuing the expertise embedded within local communities, we can create solutions that are culturally relevant and sustainable. Facilitated discussions, iterative learning, and adaptive management are essential in this endeavour. By pausing to reflect on varying facilitation experiences and adapting to changing scenarios, we can co-create a more equitable future.

As a community dedicated to sustainable development, we must recognize and elevate local voices, ensuring that policies and interventions are inclusive and effective. Integrating local knowledge systems

into our frameworks allows us to build resilient societies that are well-equipped to address their unique challenges and opportunities, fostering sustainable development for all.

Golam Rahman
Former Chief Information Commissioner, Bangladesh

Communication is one of the major components of behavioural and societal efforts to perform a specific purpose. Knowledge is also an essential resource for the development of societies all over the world. Knowledge sharing has a very close link to communication in the data, information, and knowledge exchange processes.

Communication and knowledge management functions can strengthen and consolidate public awareness, attitude, skills, opinions, aspirations, and motivations, and build consensus around any issue. Vienna-based Knowledge for Development Partnership (K4DP) has developed an Agenda Knowledge for Development around SDG 17 where communication has a pivotal role to play.

As a life-long educationist, researcher, and practitioner of development communication, I can endorse that effective communication equipped with a good package of information contributes to the success of planned programs. With more humanitarian approaches, data management ensures information and technology would help the developing countries to achieve faster growth and a better life for people. I wish K4DP in its endeavour to mainstream knowledge management and communication to achieve targets of SDGs for the more significant benefit for the world's people.

Mamun Rashid
Managing Partner PricewaterhouseCoopers, Bangladesh

The concept of knowledge management is actually as old as the human civilization itself. There is no denying the fact that the generation, accumulation, sharing, and utilization of knowledge have been the fuel that powered the advancement of mankind.

Modern-day knowledge management (KM) refers to the structured process of creating, storing, protecting, using, and sharing the knowledge and information of an entity. It is a multidisciplinary approach to achieving goals at the organizational, national, and global levels. Moreover, the rise in the volume of information in the 21st century has made organizations and governments in every country refocus on the importance of knowledge management. Even, in a developing nation like Bangladesh, efforts are being undertaken to improve knowledge generation, storage, protection, and utilization processes in both the private and public sectors.

The United Nations puts emphasis on an appropriate knowledge management strategy for achieving its 17 Sustainable Development Goals (SDG) especially, in terms of localizing the SDGs, enhancing knowledge sharing and learning opportunities, and promoting understanding, goodwill and support. The enhanced knowledge sharing and promotion of goodwill can particularly work as a strong base for revitalizing the global partnership for sustainable development which is the goal 17 of the SDGs.

Furthermore, the COVID-19 pandemic has further reinstated the need for global cooperation in terms of finding a cure or antidote for the virus that has put the world in a great pause. This again necessitates an appropriate knowledge management framework that systematically accumulates the findings at the global level and creates a collective intelligence to the benefit of the whole world.

Keywords: knowledge management, multidisciplinarity, SDG17, covid-19, Bangladesh

Syed Ishtiaque Reza
Editor in Chief, GTV

Bangladesh economy has experienced tremendous growth in some selected industries such as readymade garment, leather, food-processing and service sector like information technology over the last two decades. The country also made considerable progress on reducing extreme poverty measured by 1.9 USD per day. Other six goals of SDG – end hunger, health for all, quality education for all, gender equality and women's empowerment and drinking water and sanitation for all are highly challenging for Bangladesh. Since 1990s, when Bangladesh went for large scale market liberalization, Bangladesh's media continued playing important role in raising awareness about the Sustainable Development. In today's knowledge society, media people here are focusing well on some cross-cutting issues and drivers of development like knowledge-based sustained, inclusive and maintainable economic growth, decent jobs for all, resilient infrastructure, bearable industrialization, innovation and skill development and a long quest for a plural political system. To achieve all these targets, I believe the education system needed improvement in all stages where media has a role to play as change agents.

Keywords: Bangladesh, media, inclusive, economic growth, plural political system, education system

Ali Riaz
Professor, Department of Politics and Government, Illinois State University and Non-resident Senior Fellow at Atlantic Council, USA

Politics is essentially a process of comprehending the rights as citizens, understanding the responsibilities, exercising these rights and fulfilling these responsibilities even in adverse situations, and engaging in endeavours for the common good – individually and as a community. All of these are the backbone of sustainable development. These can only be achieved through access to information and knowledge.

Knowledge is not only a vital resource in achieving development but also a prerequisite for creating a more equitable world. Sharing knowledge at a global level contributes to the development of a pluralistic society and pursuing inclusive development. Achieving the SDG requires the democratization of knowledge at the national and global levels. It is in this context that Knowledge Management, which means capturing, sharing, and accessing knowledge, assumes a greater significance. We can ignore this only at our peril.

Knowledge for Development Partnership is creating awareness and providing a platform to achieve this goal. It's beneficial for the global community to join the partnership and develop a global good practice of knowledge management to serve humanity.

Courtney S. Roberts

Principal and Founder, Moonshot Global, USA

While knowledge has always been at the core of global development work, there has been a shift over time from the belief that expert knowledge transferred and disseminated can yield change and spur development to an acknowledgement that local knowledge is necessary and desired to create and implement sustainable change. There is now widespread recognition of the importance of the leveraging both expert and local knowledge that is drawn from the public and private sectors as well as from constituents who live in the communities most affected by development programs.

My hope is that pursuit of the goals in the Agenda Knowledge for Development that echo the importance of this shift will lead to the more deliberate design and implementation of global development programmes and achievement of long-lasting social change that enables individuals and communities to thrive regardless of geography. In my own work, I seek opportunities to encourage clients to integrate learning and reflection points in their work and to analyze as they are implementing whether they should alter their approaches and adapt to the complexities that they face in implementation. Knowledge and learning are not disembodied forces for change but central to our efforts to help improve people's lives through efforts that aim to achieve measurable and sustainable results.

Mirjam Ros-Tonen

Associate Professor University of Amsterdam, The Netherlands

We often hear that inclusive and sustainable development requires 'knowledge beyond science' – co-created by researchers, policymakers, practitioners and, for instance, farmers and value chain actors. Academic research is increasingly embedded in collaborative partnerships between these actors, assuming that pooling academic knowledge with knowledge of markets and local circumstances is better able to contribute to poverty alleviation, food security and other sustainable development goals. Knowledge co-creation - defined as joint learning and knowledge exchange processes through which actors from different sectors negotiate new knowledge – is assumed to make knowledge more relevant for policy, entrepreneurs and farmers. Involving actors from the private sector, so is hoped, would also generate private funds for research.

Knowledge co-creation in multi stakeholder platforms, however, does not occur automatically. Deeply rooted work practices and the way in which various stakeholders are rewarded and held accountable in their work can pose barriers to effective and efficient knowledge co-creation. Moreover, carrying out research through multi-stakeholder partnerships is relatively new both in the Netherlands and its partner countries in the Global South.

I therefore found it interesting to be active participant in the 'Two peas in a pod' conference, organised by Netherlands Organisation for Scientific Research (NWO)-WOTRO Science for Global Development on 1 December 2017. The conference brought together policymakers, practitioners and researchers and a few representatives from the private sector to listen to each other perspectives. It became clear that different groups want to get different things out of knowledge co-creation processes, and that these are not always compatible. Policymakers, for instance, need quick answers to societal problems, while researchers want rigorousness. Frequent interaction, to get to know each other's expectations, roles and responsibilities and adapt research questions is therefore key to effective knowledge co-creation.

Knowledge co-creation also raises fundamental questions. Whose knowledge is to be included and on what conditions? For whom should the research be relevant? Who determines what research is going to be funded hence which questions are going to be addressed? Policy-driven research may be societally more relevant, but focussing exclusively on policy-driven research also implies that some questions are not being addressed. Among those there might be questions that need to be answered for truly transformative change.

Knowledge co-creation, joint learning, and transdisciplinary partnerships: they are all needed to make research relevant for inclusive and sustainable development. But let us not forget the research questions that challenge mainstream policies and development and give voice to those who are often unheard.

Keywords: knowledge co-creation, transdisciplinary partnerships, multi-stakeholder platforms, joint learning, politics of knowledge

Hope Sadza
Vice Chancellor and Professor, Women's University in Africa, Zimbabwe

The Women's University in Africa (WUA), of which I am the Vice Chancellor, is a private institution with campuses in Bulawayo, Harare, Marondera and Mutare. It was co-founded in 2002 by Dr Fay Chung and myself and was granted a Charter by the Government of Zimbabwe in 2004. The University is driven by the desire to generate and disseminate knowledge mainly to disadvantaged African women as well as men and empower them to take up leadership roles so that they can fully engage in Africa's social, economic and political development. Ever since its foundation, WUA has continued to grow as a multi-disciplinary institution that is fostering gender equality and reducing gender disparities in higher education by providing women, the majority of whom are over 25 years of age, with opportunities to enrol in fields such as Agriculture, Management, Entrepreneurship Development and Information Technology, and Social Sciences and a forthcoming programme on Reproductive Health Sciences.

The University considers the empowerment of women through knowledge to be absolutely critical for substantive economic growth, improved democratic governance and sustainable development in Africa. This is in keeping with Zimbabwe's 2013 Constitution that recognises the rights of men and women to equal opportunities in political, economic, cultural and social spheres; the Southern Africa Development Community's (SADC's) Protocol on Gender and Development which enunciates 50-50 gender parity in all sectors; the African Union's Agenda 2063 which aspires to create an Africa in which there is full gender equality in all spheres of life and in which women are empowered and play their rightful role in all spheres of life; and the United Nations' Sustainable Development Goals especially Goals 4 and 5 on Quality Education and Gender Equity. In the increasingly complex, interdependent and technologically advanced world economy, knowledge acquisition through higher education and experience has become a crucial pillar on which Africa can compete with other continents. This makes knowledge for development a top priority for WUA as it contributes to the global competitiveness of its graduates whilst being gender responsive and locally relevant.

Keywords: universities, knowledge dissemination, gender equality, empowerment, Zimbabwe, Africa, higher education, SDGs

Raymond Saner

Director, Diplomacy Dialogue and Professor, International Relations & International Management, University of Basle, Switzerland

In order to achieve the 17 goals of Agenda 2030, substantial financial investment will be required. According to the 2014 World Investment Report (WIR) of UNCTAD, about US$ 4 trillion will be required every year in developing countries alone for the SDGs to be achieved by 2030. Given the current levels of investment in all SDG-related sectors by both public and private bodies, developing countries face a funding gap of $2.5 trillion per year.

It is unlikely that government budgets and official development aid will be able to compensate fully for this funding gap. Many developing countries face fiscal constraints, while most donor aid is often channelled towards their current spending needs. Therefore, investments made by the private sector will be crucial in assisting the realization of the SDGs.

SDG Goal 17 aims to strengthen the means of implementation through partnerships and Target 17.17 states:

Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships. (UN, 2015: 27)

Whether public, private, public-private, or civil society based (e.g. cooperatives, solidarity funds)- all financing of the SDG goals carry the risk of indebtedness if countries do not carefully assess the potential short, medium and long-term risks of indebtedness. Democratisation of investment decisions is needed to avoid misguided investments. Social Actors should be involved in large investment decision such as – consumer associations and professional groups- to avoid bad investments and not to leave large PPP+ investment decisions to experts alone. Knowledge is urgently needed for governments and civil society to understand the risks and opportunities of PPP+ so they can ensure effective, efficient and sustainable project design and implementation of PPP+ to ensure sustainable development of their respective countries and communities.

Keywords: knowledge, financing SDGs, SDG 17, participation, transparency, inclusiveness, SDG implementation, Switzerland

Rocio Sanz

Senior knowledge management consultant, UNICEF and KM4Dev, Spain and Switzerland

Imagining a Sustainable Knowledge Society: Focus on Knowledge Retention

In a sustainable knowledge society, retaining and transferring knowledge across generations and sectors is essential. Reflecting Amadou Hampâté Bâ's proverb, "In Africa, when an old man dies, a library burns," highlights the irreplaceable value of human wisdom.

A sustainable knowledge society prioritises systematic knowledge retention, addressing the risks of high staff turnover and retirements. Recognizing knowledge loss impacts performance, effective Knowledge Retention (KR) strategies are crucial.

1. Learning from the Past: Retaining knowledge prevents reinventing the wheel and allows us to learn from the past to create a better present and future.

2. Role of Human Resources: HR policies should focus on talent retention and career development, ensuring effective knowledge flows.

3. Intergenerational Transfer: Leveraging the experience of retiring Baby Boomers with incoming Millennials can accelerate learning and foster innovation.

4. Values and Social Dynamics: Knowledge flow is influenced by values, behaviours, and social interactions. Institutionalising ad-hoc practices is vital for resilient knowledge sharing.

5. Innovation and Adaptability: Organisations require a balancing chaos and order for fostering innovation and adaptability.

6. Ethical Considerations and AI: While AI supports KR, human oversight is essential for ethical decision-making, emphasising reflective practices and human values.

7. Global Collaboration for SDGs: Establishing global KR systems supports the 2030 Agenda for Sustainable Development. Engaging academia, private sectors, governments, and civil society ensures a comprehensive approach.

8. Quick wins, proactive and dynamic practices for knowledge retention: podcasts, stretch assignments, on-the-job shadowing, etc are among specific practices to transfer critical knowledge that go beyond handover reports

9. Diverse Practices and Measurement: Varied KM practices require a multifaceted approach. Measuring KM impact is challenging, necessitating adaptive KR strategies.

In conclusion, a sustainable knowledge society embeds KR practices from day one, adapting to changing needs, fostering innovation, and promoting global collaboration to build a resilient future

Keywords: Knowledge retention, innovation, AI, ethical considerations, intergenerational transfer, Human Resources, values

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Generative AI has already caused significant disruption across various industries, and its impact on the field of knowledge management is inevitable. Whether in enterprises, organizations, or individual knowledge repositories, change is on the horizon. The adoption of generative AI tools will significantly influence how we manage knowledge. Emphasizing effective tagging and the acquisition of high-quality content will be crucial, as these AI tools consume substantial energy. To build a sustainable and climate-friendly knowledge ecosystem, it is essential to be mindful of what we choose to preserve. Additionally, these tools will work best when the content quality is high.

As a knowledge professional, my vision for this new era is to help build and sustain a knowledge ecosystem that is sustainable, driven by quality, and leverages technology to deliver the best experience. From an action point of view, this involves learning more about how these tools work, understanding their intersection with knowledge management, revisiting concepts around taxonomy, tagging, and archiving, and driving innovation to capture the best of our tacit and explicit knowledge.

Keywords: AI, Gen AI, Sustainable development, Knowledge Concepts, Acquiring content

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Data development as part of knowledge development for achieving the SDGs

More than one billion people or 15 percent of the world population live with some form of disability, or significant difficulty in functioning in their everyday lives (WHO & World Bank 2011). This number is growing due to the increase in chronic health conditions and population aging. Across all countries and income levels, people with disabilities have lower health status than the rest of the population and frequently face discrimination in their everyday lives. Low- and middle-income countries are home to nearly 80 percent of people with disability, most of whom live in poverty (WHO & World Bank 2011). This situation reflects a strong and enduring link between disability and poverty whereby more people living in poverty have some form of disability due to factors such as inadequate housing, education, sanitation, nutrition, unsafe work conditions, road traffic accidents, natural disasters and conflict; and more people with a disability live in poverty due to factors such as unemployment and expenses required to manage their disability. The need to address disability-related disadvantage is emerging as a global priority, as is evident by the explicit reference to persons with disabilities in the 2030 Agenda for Sustainable Development in relation to: education (Goal 4), employment (Goal 8), inequality (Goal 10), accessibility of human settlements (Goal 11), as well as disability-disaggregated data collection and monitoring of the SDGs (Goal 17). The last requires building capacity for data collection and reporting against indicators of disability-inclusiveness for tracking progress towards achieving the SDGs.

We strongly support disability-disaggregated data collection and monitoring of the SDGs using universally applicable standards set out in the International Classification of Functioning, Disability and Health as a means to strengthen the evidence base, to inform and assess policies and practices to improve opportunities and support for people with disabilities. We also support the SDGs' flexible approach, which aims to facilitate international coordination and comparisons, as well as local flexibility to target and track country-specific challenges based on local priorities and needs. We are, however, concerned that the SDG's emphasis on 'data' risks overshadowing the importance of 'knowledge' for sustainable development, and the links between the two. Knowledge takes multiple forms, reflecting the many diverse ways in which people know and experience the world. Not all types of knowledge can be readily distilled and codified from or into baseline, outcome and impact measures, but many diverse 'knowledges' are needed to meet the complex challenges of sustainable development. By focussing only on data without knowledge in the formulation, implementation and evaluation of problems and solutions, the SDGs pay insufficient attention to the various ways knowledge is constructed and can be captured by powerful interests. In so doing, they risk neglecting the views and concerns of persons with disabilities and other vulnerable groups with lived experience of the issues the SDGs aim to address. The proposed Agenda for Knowledge Development and associated Knowledge Development Goals (KDGs) can help overcome this limitation of the SDGs. By clearly articulating a pluralistic, diverse and inclusive vision of knowledge in which all people's perspectives are recognised, valued and shared, and their potential to contribute to knowledge production is fostered, the KDGs provide a valuable framework for the emergence of rights-based approaches to knowledge for sustainable development. Building capacity for data collection and monitoring of the SDGs is important, and inclusive methods for data design, collection and analysis must be ingredients of inclusive and empowering knowledge. An equal challenge, as we see it, is to adopt empowering practices that create fertile conditions for more productive dialogue, insightful learning and meaningful collaboration and action among the many stakeholders whose diverse knowledges are relevant – indeed essential – for achieving the SDGs.

Keywords: persons with disabilities, poverty, disadvantage, developing countries, SDGs, data

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It is easy to hail knowledge as ultimate driver for change and key resource to achieve the SDGs. The sobering reality, however, is that more knowledge doesn't per se make the world a better place. In fact, one can argue that humankind has reached a point in history where there is more knowledge than it can productively handle. Despite the known benefits of democracy, support for democratic principles is shrinking worldwide. Despite the advances to human progress through science, increasing portions of populations wilfully choose ignorance and ideology over scientific evidence. And despite unprecedented access to news and information sources, consumers chose to rely on fake news instead of fact checking. These are symptoms of a world in which there is just too much information for the human brain to meaningfully process. And the instinctive response is to retreat to what we already know and are comfortable with, rather than expose ourselves continuously to a complex world in which discerning the best route of action among many truths is very hard work and just plain exhausting.

One way in which humans will try to resolve this in the next decade is that we will turn to Artificial Intelligence (AI) to sift through the massive amounts of knowledge and information available and make sense of it for us. As with past tech trends, we are currently both underestimating and overestimating the dynamics of this technology in the way we manage knowledge. We are underestimating the profound transformational impact AI will have on the way we learn about, curate and analyze examples and insights from worldwide activities in our everyday work. And we are at the same time overestimating the extent to which technology can solve our underlying problem of using knowledge to better the human condition. Programmed biases in AI systems, questions of legitimacy and over-reliance on 'black box' AIs, and issues around ethics and local context are just some of the problems that we will have to resolve as we will increasingly rely on machine learning. Knowledge for development needs to be mindful of the issues that knowledge complexity is triggering in societies, and brace itself for the full force of the AI revolution that will transform the way we manage this knowledge in the upcoming 10-15 years so that we, as development practitioners, are well positioned to both reap its benefits and mitigate its pitfalls as we work towards achieving the SDGs.

Keywords: fake news, democracy, SDGs, complexity, information overload, science, ethics, Artificial Intelligence

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The world is richer when we develop and enhance context-specific knowledges across multiple dimensions of socioeconomic development agendas and apply them in sustainable development interventions. In particular, collaborations and partnerships including through communities of practice in social, economic, and political sectors will be more impactful, thanks to multiple knowledges perspectives and approaches to sustainable development imperatives, including for accelerating the attainment of the UN Agenda 2030 and SDGs.

Keywords: context-specific knowledges, partnerships, communities of practice, multiple knowledges

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La décolonisation de la connaissance, le Global Nexus, la réduction du fossé de connaissance

entre le Nord global et le Sud global, l'utilisation de la connaissance locale comme instrument de lutte contre le changement climatique et l'intégration de la connaissance au cœur des politiques de développement en Afrique subsaharienne sont des enjeux majeurs pour construire un monde plus équitable et durable.

Dans un monde de plus en plus interconnecté, il est essentiel de reconnaître que la connaissance ne devrait pas être limitée à quelques privilégiés, mais devrait être accessible à tous. Cette décolonisation de la connaissance est nécessaire pour construire un avenir plus juste et équitable.

Le concept du Global Nexus est au cœur de cette démarche. Il s'agit de créer des liens solides et durables entre les différentes régions du monde, en particulier entre le Nord global et le Sud global. Cette réduction du fossé de connaissance entre ces deux régions est essentielle pour promouvoir le développement inclusif.

La connaissance locale est un instrument puissant dans la lutte contre le changement climatique. Les communautés locales possèdent une connaissance approfondie de leur environnement et de leurs ressources naturelles. Il est impératif de reconnaître cette connaissance locale et de la valoriser. En mettant en place des politiques de développement basées sur cette connaissance locale, les décideurs pourront prendre des décisions plus éclairées pour lutter contre le changement climatique et préserver notre planète pour les générations futures.

Il est temps de mettre la connaissance au cœur des politiques de développement en Afrique subsaharienne. Cette région a un potentiel énorme et une richesse de connaissances locales qui peuvent être exploitées pour favoriser le développement durable. En investissant dans l'éducation et en promouvant la recherche et l'innovation, nous pouvons créer un environnement propice à la croissance économique et sociale de l'Afrique subsaharienne.

Pour atteindre ces objectifs, il est crucial de mettre en place une politique et une stratégie de gestion des connaissances solides. Cette politique devrait inclure des mesures pour promouvoir la collaboration, l'échange de connaissances et la création de communautés de pratiques. Il est également important de développer des programmes de formation et de renforcement des capacités pour permettre aux individus d'accéder à la connaissance et de la mettre en pratique.

En travaillant ensemble, nous pouvons faire de ces idées une réalité.

English translation (by the author): The decolonisation of knowledge, the Global Nexus, the reduction of the knowledge gap between the Global North and the Global South, the use of local knowledge as a tool in the fight against climate change, and the integration of knowledge into the core of development policies in sub-Saharan Africa are major challenges for building a more equitable and sustainable world.

In an increasingly interconnected world, it is essential to recognise that knowledge should not be limited to a few privileged individuals but should be accessible to all. This decolonisation of knowledge is necessary to build a more just and equitable future.

The concept of the Global Nexus is central to this approach. It involves creating strong and lasting connections between different regions of the world, particularly between the Global North and the Global South. Reducing the knowledge gap between these two regions is essential for promoting inclusive development.

Local knowledge is a powerful tool in the fight against climate change. Local communities possess deep knowledge of their environment and natural resources. It is imperative to recognise and value this local knowledge. By implementing development policies based on local knowledge, policymakers can make more informed decisions to combat climate change and preserve our planet for future generations.

It is time to place knowledge at the heart of development policies in sub-Saharan Africa. This region has enormous potential and a wealth of local knowledge that can be leveraged to promote sustainable development. By investing in education and promoting research and innovation, we can create an environment conducive to the economic and social growth of sub-Saharan Africa.

To achieve these goals, it is crucial to establish a strong knowledge management policy and strategy. This policy should include measures to promote collaboration, knowledge sharing, and the creation of communities of practice. It is also important to develop training and capacity-building programs to enable individuals to access knowledge and put it into practice.

By working together, we can turn these ideas into reality.

Keywords: Decolonisation of knowledge, global nexus, knowledge gaps, local knowledge, climate change, Sub-Sahara Africa, knowledge management policy and strategy, communities of practice, capacity-building

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Over 15 years of on-the-ground knowledge management experience with multilateral, public, non-profit, and academic stakeholders from different countries in Latin America, Europe, Southeast Asia, West Africa, and the US.

Sustainable development frameworks and approaches driven by donors are learning from evidence demonstrating the positive impact of localisation, bottom-up, and multiple knowledges considerations in projects and investment efforts. However, declarations such as the SDGs are yet to become assertive in advocating and recognising that widespread approaches and proposed solutions to development challenges are still rooted in inequalities of power cemented over historical circumstances. A slow shift in discourse and action is happening, witnessing calls for decolonizing development approaches and integrating creative and innovative ways for local and external agents to work constructively leveraging local and multiple, intersectional knowledges. Addressing the impact of global challenges in ways that responses are shaped at the local level is a complex quest that requires heartfelt commitments from all stakeholders, including an effort to learn from what is not working, and change course. Let´s do it!

Keywords: decolonisation , multiple knowledges, sustainable development, bottom-up

Arthur Shelley
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The challenge for knowledge professionals is that humanity is not leveraging its collective knowledge as effectively as it could. There are many errors being repeated around the world, with major tangible and intangible losses. More directly connecting iterative co-creative approaches to knowledge development and better aligning knowledge initiatives with organizational strategies, will make major contributions to productivity and social value creation. The social capital that will be created from the five actions listed below will make a significant contribution to how we better manage our knowledge and more effectively lead everything we do as individuals, teams, organizations - and dare I suggest for humanity.

There are five BIG opportunities to advance the direction and impact that knowledge can have to making a better world. In collectively taking these steps, we will co-create a new identity we will come to belong to which is the International Knowledge Professional Society. First, the BIG opportunity for the knowledge profession is optimizing knowledge flow. This depends on senior managers and leaders engaging with lower-level managers operating at the coal face, to listen to their insights and understand the practical challenges the organization faces. Second, knowledge professionals will benefit by elevating their profile to ensure knowledge initiatives play a critical role in the creation of strategy, not just react to strategy. Third, mindsets should be shifted through four structured stages of understanding and capability. Awareness is the foundation, followed by attitude, then ability and finally action. Change is usually met by resistance, and this can be changed to support by engaging the right behaviours and highlighting the impacts the new way forward will generate benefits for them. Starting with awareness and a more positive attitude, it is important to then address ability is more likely to secure desired action. Fourth, knowledge professionals should play a more collaborative and proactive role in supporting the levels of knowledge maturity across organizations. Fifth, knowledge professionals to practice what they preach and collaborate with each other. The knowledge profession will benefit from creating a global identity which is recognized and respected like other societies, such as Chartered Institute for Personnel and Development (CIPD) and Project Management Institute (PMI), to secure greater credibility to influence government and senior decision-makers without a common identity.

Our role as knowledge leaders is to be a role model to lead others to build these capabilities and how our followers that is a more productive path. With these actions the future of the knowledge profession looks strong as we collectively become a stronger voice and build a sense of belonging for our membership. At present, there is a strong need for better use of knowledge, but not a strong enough demand from those in power.

Keywords: collective knowledge, knowledge professionals, social capital, knowledge leaders, associations

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An old African adage states, "when an elder dies, a library burns to the ground". My understanding of this saying is that an 'elder' encompasses individuals engaged in producing, processing, and sharing knowledge crucial for advancing a community's goals. You will find these 'elders' occupied in diverse vocations including farmers, pastoralists, artisans, educators, religious leaders, healthcare professionals, traditional healers, scientists, journalists, and other walks of life. They serve as

repositories of history, wisdom, and cultural insights, functioning as both custodians of societal values and transmitters of practical knowledge to future generations. Despite their invaluable contributions, a pressing challenge persists: how can these 'elders' be empowered to generate more solutions to address Africa's development needs? Consider the stark reality that Africa produces only one percent of global scientific knowledge, while the flow of innovations and knowledge products primarily moves from the global north to south. Furthermore, African indigenous knowledge and heritage are rapidly eroding, to the detriment of succeeding generations. As the world region with the fastest-growing population, Africa's new crop of 'elders' must be empowered to tell their own stories, generate their own knowledge, and be free to decide their own destiny. I propose some priority strategies for Africa to build a resilient and inclusive knowledge society that empowers individuals and communities to have impact at home and globally. First, investing in education is paramount to nurturing a generation capable of articulating indigenous narratives and contributing to knowledge production. Second, enhancing access to technology and infrastructure, including internet connectivity and digital platforms, can democratize information access and amplify African voices on the global stage. Third, promoting media diversity and content creation, with a focus on African perspectives, is essential to counterbalancing external narratives and allowing Africans to shape their media landscape authentically. Additionally, fostering research and innovation tailored to local challenges and opportunities, and pertinent to African contexts, is crucial. Addressing inequalities that hinder sustainable development is also imperative for promoting social and economic inclusion. Lastly, celebrating African voices, success stories, and role models can inspire future generations and challenge prevailing stereotypes about the continent. By adopting these strategies, perhaps an 'elder's' legacy can endure indefinitely, ensuring the preservation and proliferation of Africa's rich tapestry of knowledge and wisdom.

Keywords: knowledge society; African narratives; knowledge production; knowledge creation; indigenous knowledge

Cat-Dan Lai-Smith

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With over 100 years of experience, Save the Children has a significant store of knowledge that needs to be unlocked. It's vital that we share knowledge on what works best for children to multiply our impact.

Effective and sustainable knowledge management (KM) must play a critical role in driving forward Save the Children's localization ambitions. Equitable partnerships, strengthening organisational capacity, community-based programming and advocacy, and fostering local leadership have been central features of Save the Children's approach to ensuring child rights in all contexts for decades.

However, many of these efforts have not been properly documented nor, until recently, not understood through a localised perspective. Our ability to document, catalogue, and communicate our localised approaches is key to keep us accountable to the children and communities we serve, as well as the partners we work alongside. A robust KM system impacts our capacity to learn from these experiences and adapt, integrate, and scale best and promising practices for shifting power and locally-led development.

Our KM vision for localisation is centred on a belief that knowledge is power, and that we and the local actors we work alongside need access to the evidence, knowledge, and learnings derived from localised approaches to effectively shift power and produce lasting results for children. We envision a KM system that is accessible and responsive and will enable us to improve our locally-led capabilities and increase the visibility of local actors to achieve greater and more sustainable impacts for children and communities

Keywords: localisation; locally-led development; shifting power; equitable partnerships; organisational capacity strengthening

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The UN Agenda 2030 for Sustainable Development notes that the spread of global interconnectedness through technology and scientific innovation offers 'great potential to accelerate human progress... and to develop knowledge societies.' This is certainly true. Rapidly emerging technologies and an ever more connected world are enabling the creation of knowledge in new and exciting ways and breaking down barriers to more inclusive participation in decision-making via globally linked knowledge networks. But the same advances also have the potential to do harm. Without thoughtful application they can further reinforce existing inequalities and unintentionally broaden, rather than narrow, digital and social divides. Alarmingly, as we have seen recently, they can also be used to facilitate a populist 'post-truth' political narrative that dismisses knowledge as irrelevant and intentionally reinforces divisions. To realise the transformational potential of knowledge identified in the UN Agenda 2030, and to address these challenges, I believe we need to actively advocate for and build knowledge systems that amplify the voices of marginalised groups, place proper value on local knowledge and put those who are at the heart of the change we wish to see in a position where they get to set the development agenda. We must also challenge the prevailing technocratic narrative that knowledge societies can operate outside of the power structures and politics that govern society more broadly; and that the technological innovations that might enable those knowledge societies are inherently benign or progressive. My hope is that the Knowledge for Development Agenda can firstly help to put a pluralist, democratic and inclusive model for creating and sharing knowledge at the heart of efforts to achieve each of the development goals. Secondly, I would like to see it act as a platform through which we can build stronger knowledge partnerships between implementing institutions, civil society, researchers and communities to strengthen knowledge practice. Finally, I would like to see the Agenda used to advocate for an approach to knowledge creation and sharing that promotes the appropriate and thoughtful use of technology as an enabler but which also recognises and actively addresses the risks associated with this.

Keywords: knowledge, post-truth, voices, knowledge societies, technocratic narrative, Agenda Knowledge for Development, knowledge sharing

Maggie Starkey

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The rise of technology and AI has created a significant gap in real human interaction, which was further exacerbated by the COVID-19 pandemic. The pandemic increased reliance on technology for communication, and even post-pandemic, the shift towards virtual interactions remained. Despite the benefits of flexibility in remote work, people miss in-person interactions.

Knowledge management (KM) thrives on human connections, and in a virtual world, this demands enhanced effort and strong people skills. KM professionals need to build trust within their teams and promote continuous learning. To achieve this, we must:

1. Build Relationships: Go beyond the basics to establish trust with teams and encourage them to do the same internally.

2. Communicate Purposefully: Effective communication requires frequent, varied, and purposeful messaging. Avoid unproductive communication and ensure messages resonate with the audience.

3. Collaborate: Due to limited resources in KM teams, collaborating both internally and externally on KM concepts boosts value. Encouraging team collaboration fosters idea sharing and diverse perspectives.

4. Actively Listen: Listen actively to understand expressed and unexpressed needs and issues. Unlike AI, humans can discern nonverbal cues and implied concerns. This skill is vital for identifying and addressing real problems, enhancing business value.

5. Problem Solve: Use the aforementioned skills to identify organizational pain points and gaps, and devise solutions. Demonstrating KM's value through problem-solving builds trust and underscores the importance of human-centric approaches.In the AI era, mastering these interpersonal skills is crucial. While AI enhances our capabilities, prioritizing human elements ensures we remain connected and effective.

Keywords: human interaction, people skills, relationship building, knowledge management, collaboration.
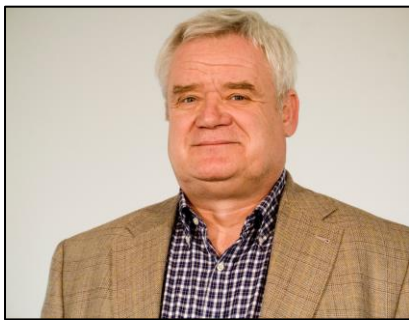
Nico Stehr

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Knowledge in the broadest sense of the term is a capacity to act (capable of use) rather than an object (or a subjective insight of our mind). Knowledge is a people's resource; and this applies whether the knowledge in question is a sophisticated mathematical theorem or the competence to prepare a tasty meal. Knowledge defines many of the phenomena of modern societies. But despite its prominence, knowledge is a hard term to grasp and often remains nebulous. It is necessary to explore the category of knowledge from a sociological perspective and trace the concept of knowledge as the very fabric of modern societies. As we move through our modern world, the phenomenon we call knowledge never seems to be far. Whether we talk of know-how, technology, innovation or education, it is the concept of knowledge that ties them all together. Despite its ubiquity as a modern trope, we seldom encounter knowledge as a concept itself. How is it produced, where does it reside, who owns it and what is its price? Is knowledge always beneficial, will we know all there is to know at some point in the future, and does knowledge really equal power? We need to pursue these questions as an original approach and trace the many ways knowledge how it is discovered, signified, validated, transported, disseminated, utilized, questioned, discarded, rediscovered and, as indicated, woven into the very fabric of modern society.

Keywords: modern societies, knowledge as a capacity to act, knowledge as power, production of knowledge, use of knowledge.

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'With his mouth the godless man destroys his neighbour, but through knowledge and superior discernment shall the righteous be delivered.' Proverbs 11.9

The capacity for knowledge as shown in the scripture above is simple enormous, whether for good or for bad. Goodness and progress has always been the produce of relevant knowledge exposure and application, translating into development. Destruction and misery is a direct consequence of devalued knowledge. The interesting thing is that the agents of this knowledge are not machines but rather people. The architects of this Agenda Knowledge for Development are saviours who are at the forefront of championing the cause of global human enlightenment. Knowledge is directly tied to delivery out of indigence into prosperity and abiding hope. Indeed, the number one vehicle that will catapult our societies at whatever level into genuine prosperity and unceasing progress is knowledge, not even money. Thus, the generation, interpretation, application and management of knowledge is the biggest agenda that we all ought to support. The beauty of it that it places all people at the pedestal of positively serving and contributing to human development across the board.

Keywords: Agenda Knowledge for Development, poverty, knowledge, development

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Conclusion of focus group discussion, 2 March 2017

We recommend that future development of the Agenda Knowledge for Development should provide a clarification on the knowledge aspect of each SDG. In addition, we consider that the moral and political aspect of knowledge requires greater recognition which also requires greater clarity on the authors' and contributors' positionality. There is a need to recognise that local knowledge is not a theoretical concept but includes, for example, legal and medical knowledge which is important for social and cultural aspects of society. On the other hand, local legal knowledge might not be fit for its purpose as examples of its use in conflict resolution also demonstrate. Knowledge does not occur in isolation. There is a need for translation between discourses/languages to build new abilities in practice.

The question is not what knowledge can do for development but what development can contribute to this knowledge: how prescriptive should this knowledge be and how easily will developing societies contribute to previous knowledge? This involves the need to deconstruct knowledge – informal, tacit, awareness, experience – into indicators. Knowledge through media, such as the arts and song, can be one way of operationalising certain forms of knowledge, its acceptability and accessibility. Indicators should focus on acceptability, credibility and accessibility of the different forms of knowledge throughout the Knowledge Development Goals.

Keywords: local knowledge, positionality, legal knowledge, translation, indicators, Agenda Knowledge for Development

Aparajita Suman

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Knowledge exists- but in siloes. Since 'Knowledge is Power' it is held captive by 'powerful few' (individuals, institutions, countries). A knowledge society for sustainable development is possible only when knowledge (tacit as well as explicit) flows both externally (Global North-South, North-North and South-South) and within the organisation.

As knowledge is dynamic, KM approaches also need to evolve. Adoption of newer approaches including strategic alliances along with a wide range of people focused tools and products can only keep the KM strategies relevant. Along with the growing emphasis on proprietary knowledge in today's competitive world, it will be critical to continue building knowledge networks, communities of practice, peer learning engagements to democratise opportunities for knowledge creation and access.

Let us remind ourselves that only a 'culture of learning' that promotes inquiry, dialogue; supports knowledge exchange; has well-oiled systems to capture & share knowledge, can drive sustainable development.

Keywords: knowledge flows, peer learning, knowledge sharing, sustainable development, knowledge economy

Bambang Susantono

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Knowledge Management is fundamental to all aspects of development work and ultimately to the attainment of the Sustainable Development Goals (SDGs). It is a powerful way of adding real value to our support for countries as they strive to attain the SDGs. In Asia and the Pacific, many countries have reached middle-income status. Nevertheless, there are persistent challenges blocking the path to inclusive, green, and sustainable growth. The size and complexity of these challenges are increasingly daunting in a world still grappling with the pandemic, unprecedented digital transformation, and worsening climate change.

None of us can afford to take a business-as-usual approach. We need to continuously innovate and mobilize all our knowledge to promote development. At the Asian Development Bank (ADB), we know that knowledge management is not a stand-alone process. It is part of a bigger strategy to promote innovation, transform organizational culture to share knowledge and expertise more openly, and empower and invest in people.

That is why our new Knowledge Management Action Plan (KMAP), 2021-2025 brings together these institutional reform initiatives as part and parcel of ADB's knowledge management approach. In this context, it is important to remember that knowledge-sharing does not stop within the organization, but should expand across our developing members, development partners, and the broad spectrum of stakeholders with whom we share the common goal of attaining the SDGs. This kind of knowledge management allows us not only to harness knowledge effectively but to offer evidence-based solutions to the development challenges that our members are facing. We aspire to become a "knowledge solutions bank" through implementing the KMAP, 2021-2025.

To guide ADB's approach to knowledge management I have coined the phrase "3Ds of Knowledge for Development" which stands for "Deploy, Demonstrate, and Disseminate". We are committed to generating high-quality knowledge and then deploying it in the field; demonstrating how it offers viable solutions to concrete problems, and then widely disseminating the lessons learned. By taking this approach, we can adapt knowledge to the local context. Each step of these 3Ds requires that new technology and innovations are harnessed, and effective partnerships are forged. None of us alone can achieve the impact needed for the SDGs, but together we can make a difference through effective knowledge management. The Knowledge for Development Partnership (K4DP) is an exciting opportunity for us all to join hands in this common aspiration.

Keywords: Knowledge for Development Partnership, 3Ds of Knowledge for Development,

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Knowledge management can be personal because it is part of a person's journey, privately or professionally, extracting the tacit knowledge that are shareable and provides lessons. This personalization of knowledge makes knowledge sharing relatable and relevant, in that although it is a person's experience, the lessons can be adapted and replicated to create a new experience. Therefore, for knowledge to be sustainable, it needs to be documented and shared, whether within an organisation, a family, or a group of people.

To aim for Agenda 2030, knowledge management should not be made as a last priority, waiting for a system or application or AI to be ready. It is the brain that is a part of any management cycle and should be integrated from pre-planning to post-evaluation stages of any program, project, or activity. Knowledge intertwines and create linkages among generational or geographical gaps, especially in developing countries with hundreds of local cultures like Indonesia.

Keywords: personalization of knowledge, knowledge sustainability

Nanette Svenson
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Kofi Annan once said, 'Knowledge is power. Information is liberating. Education is the premise of progress, in every society, in every family.' He was right. And, 'knowledge', especially 'knowledge for development' may well be what the United Nations does best. While the UN mission focuses on peace and security, human rights, humanitarian aid, social development, and international law, it is likely that the knowledge the UN has collected, produced, warehoused and disseminated in these areas is its most significant asset and most valuable global service. The collective knowledge of the UN throughout its numerous agencies, funds, programmes and offices encompasses a vast resource of accumulated information and experience. With the technological progress of the past several decades, this represents an incredible asset to leverage for advancing member states, especially the lesser developed of the member states. From the various UN training centres spread around the world to its multiple libraries, universities and academic programs; its publications monitoring the state of the world in all dimensions; the UN press, television, radio, photography, documentary and social media products and services; its virtual and physical databases; its global statistics; treaty and international law repositories; consulting services and much more, the UN is in a unique position to facilitate knowledge transfer and acquisition across a wide range of topics. To harness this incredible potential, the UN needs to heed more Kofi Annan advice: Deliver as one. This is truer now with the challenge of the Sustainable

Development Goals than ever before. The power of ideas starts with knowledge, so those who manage knowledge propel ideas. It would require considerable work and innovative rethinking, but knowledge could, indeed, be the UN's hottest commodity and most impacting global legacy.

Günther M. Szogs

As an educationalist Günther M. Szogs pioneered creative knowledge development schemes, co-initiated high level international networks and as secretary of the Leonardo European Corporate Learning Award promoted UNESCO´s vision for holistic education in the 21st century.pioneered creative knowledge development schemes, co-initiated high level international networks and as secretary of the Leonardo European Corporate Learning Award promoted UNESCO´s vision for holistic education in the 21st century.

Transformative Mindshift vs Societal KM Dementia.

My contribution to the agenda in 2017 referenced the great European and chairman of the UNESCO commission for "Education for the 21st century", the late Jacques Delors, the first laureate of the Leonardo European Corporate Learning Award. The message of his report "Treasures Within" with its four pillars of learning: "learning to know, learning to do, learning to live together, learning to be" is knowledge empowerment alive, carrying judgment and wisdom. So much so that in his laudation for Delors the former German Foreign Minister Hans Dietrich Genscher urged us to use it as compulsory reading for decision-makers in the fight against ignorance and for an understanding of knowledge as indispensable for liberating people by means of mutual understanding and for navigation of societal improvement.

Unfortunately, societies often opt for little attention to this strong message. If in almost all obituaries for Delors this passionate engagement for learning and knowing beyond "qualification", which is adequate to meet the intellectual challenges of the 21st century, is not even mentioned it mirrors a current societal dementia towards those issues. This observation does not deny astonishing progress in many initiatives like the ones of K4DP itself. It addresses the reluctance of many decision-makers in governments and companies to take responsibility and leadership to secure conditions for global transformative knowledge and learning companionships. Succeeding with SDG´s is impossible without consequently leveraging the human intellectual potential and monitoring its impact: that is the essence of an UN advocacy campaign!

Sheikh Mohamed Bin Tahnon Al Nahyan
Chairman of the Knowledge Committee, Ministry of Interior, UAE

The Ministry of Interior in the UAE has expended considerable effort and resources in developing a strategic perspective to knowledge management. As part of its strategic plan, it has established a Knowledge Committee whose main remit was to introduce the concepts of knowledge management and knowledge sharing within the Ministry of Interior. These concepts are new to both the Interior Ministry itself and all other governmental sectors in UAE. On this occasion, we value your initiative and its great opportunity to bring together leaders in the field of development, to share their experiences and to collectively constitute the Knowledge Development Goals and the Agenda Knowledge for

Development. In this concept, we are willing to cooperate and share our experience in the field.
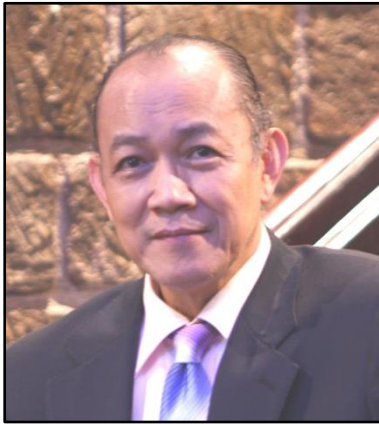
Serafin D. Talisayon
Community and Corporate Learning for Innovation (CCLFI), The Philippines

Knowledge for development: start with the right framework
About 70% of Gross World Product is now being created from knowledge; the rest is from extraction or growing and processing of natural resources. A related fact is the long-term trend discernible even before World War II: the increasing share of the services sector – which is most knowledge-intensive – in national GDPs. Knowledge has already been increasingly fuelling economic growth worldwide. What then do we mean by 'knowledge for development'? Let us look at some evidence. In the Philippines, we studied over 900+ anti-poverty projects. We selected ten best practices and asked the question: what were their success ingredients? Our findings surprised us: provision of external funding by itself is not the answer. Provision or sharing of knowledge or technology is not the answer.

The common success ingredient is that the projects leveraged on existing intangible assets that local communities already have. Intangible assets include: human capital among men and women, social capital e.g. working relationships, cultural capital or practices and beliefs favourable to the project, supportive relationships with outside institutions, access to local natural resources, etc. We discovered a new way of understanding why the famous Grameen model worked well. We realized that many so-called 'poor' communities are wealthy in terms of intangible assets. The label 'poor' came from outsiders – including development workers like myself – outsiders who only see and count money, land, infrastructure, equipment and other tangible assets. After a decade as national chair of the UNDP Small Grants Programme I led a team to study the success factors in the best ten among 100+ community-based sustainable development projects UNDP had funded. We asked the best-practitioners the question: what is 'success' to you? We were again surprised. Here is one answer: 'Success is not in cleaning up litter and garbage. Success is when community members realize and learn and thus stop throwing litter and garbage.'

To them, success is not about sustainable development indicators; success is an internal change among the people. Knowledge for development should start with self-examination of mind-sets and frameworks among development workers.

Shailza Taneja
Director, Creative Expression,
Visionary Leader & Author of the book Circle For Life on SDGs, India

As we look toward 2030, my vision is to foster inclusive, diverse, and resilient knowledge societies that empower every individual and community. Supporting the Knowledge for Development Partnership (K4DP), I am committed to building robust knowledge ecosystems that bridge gaps and celebrate the unique strengths across all demographics, creating a future where everyone thrives. To ensure a high quality of life for all while maintaining the health of our planet, it is crucial to establish inclusive and people-centric knowledge societies

that enhance diverse and inclusive ecosystems. These societies must ensure full participation of all individuals regardless of gender, migration status, linguistic diversity, disability, or other vulnerabilities, leveraging technology-based solutions to measure effectiveness and inclusiveness.

Achieving this vision requires fostering multi-stakeholder knowledge partnerships that span sectors and disciplines to generate innovative solutions. Strengthening internationally connected knowledge cities and ensuring their integration with rural areas are essential steps. Additionally, improving knowledge strategies within development organisations will optimise knowledge management. Preserving and democratising knowledge, including digital heritage, is vital, along with ensuring active private sector engagement in fair and local knowledge markets. Measures must be developed to ensure the safety, security, and sustainability of knowledge societies, addressing uncertainties and mitigating the risks.

To support competence in knowledge work, we need to establish education and training capacities that ensure high proficiency in knowledge management. Mobilising higher education institutions to deploy inclusive models addressing real-world problems is essential, and ensuring the effective utilisation of information and communication technologies (ICTs) will facilitate access to knowledge while preserving traditional transmission methods. Strengthening knowledge in arts and culture including literature, performing arts, visual arts, religion, and spirituality, will be crucial. Together, these goals from a comprehensive agenda to harness the transformative power of knowledge for sustainable development, ensuring no one is left behind. By establishing responsive, inclusive, and resilient knowledge societies, we can create a better world for all.

Keywords: inclusive, diverse, resilient, empowerment, sustainability, partnerships.

Fréjus Thoto
Executive Director, Actions pour l'Environnement et le Développement (ACED), Benin

The Sustainable Development Goals (SDGs) are the most integrated and comprehensive blueprint to ensure that all nations achieve socio-economic development while protecting the environment and reducing inequality. Together with the African Union Agenda 2063, the SDGs offer an effective development pathway for African countries. However, for the continent to effectively utilize these development blueprints, it is important to harness its indigenous knowledge as a key asset for pursuing the Goals. Africa's rural and local communities are known to have vast knowledge on how to solve the problems they are facing from combatting climate change to improving food security. For example, in southern Benin, local communities revealed that the appearance of toucans is an indicator that the rainy season is about to start, while the appearance of bulbucus ibis (the cattle egret, a cosmopolitan species of heron) showed that the rainy season is over. Such natural indicators are used by local communities to cope with climate variability. Much of this indigenous knowledge is confirmed by scientific research.

Therefore, integrating scientific and indigenous knowledge would accelerate the development of solutions to achieve the SDGs especially the SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 3 (Good Health and Well-Being for people), and SDG 13 (Climate Action). As such, knowledge theorists and practitioners are called to identify ways of capturing, documenting and sharing indigenous knowledge, and integrating them with scientific knowledge. The implementation of the Agenda Knowledge for Development could facilitate collaboration with development stakeholders to ensure that the knowledge co-creation process is effective, and indigenous knowledge is mainstreamed in the planning and implementation of SDGs development programs.

Keywords: SDGs, socio-economic development, African Union, Agenda 2063, development blueprints, Africa, indigenous knowledge, technical knowledge

Eric Tsui

Prof. Eric Tsui Ph.D., Associate Director, Knowledge Management and Innovation Research Centre, The Hong Kong Polytechnic University

"In the 21st century, we are living in increasingly connected societies. As Steve Job once said, "Serendipity is by connecting the dots." Therefore, in order to reap the most benefits, KM efforts and programs need paradigmatic changes. Firstly, in the past, most KM efforts were focused on an organization e.g. developing good practices, sharing lessons learned, and setting up communities or centres of excellence.

Moving forward, such efforts need to expand and become inter-organizational, probably with the use of technologies. Personal and professional networks need to be expanded with trust and by doing so, dynamic capabilities and collective wisdom can be enabled. Learning is another important aspect for knowledge workers in the 21st century as knowledge truly resides in the network. Successful learning leads to knowledge creation.

Therefore, learning in the 21st century needs to be networked-based, multi-directional, involve social content, and lifelong. Reflecting on these requirements, the current tertiary education model, as adopted by most universities, is outdated. Universities must apply digital and process transformations to enact new learning environments that demonstrate superior learning experiences to their students, graduates, and global learners.

The recent worldwide seizure by Covid-19 has triggered many universities to transform but most do not go far enough; together universities should be offering "Classrooms of the Future" where the world is the classroom with students, graduates, teachers, practitioners and other global learners all interact, co-learn and co-create deliverables under "Clouds of Knowledge".

Keywords: interorganizational knowledge management, networks, trust, technologies for collaboration, collective wisdom, knowledge workers, social content, multi-directional, clouds of knowledge

Smith Tukahirwa

Centre for Research in Energy and Energy Conservation (CREEC), Makerere University, Uganda

With the government of Uganda making a deliberate effort towards attaining a middle-income status by 2020, strategic knowledge management becomes an indispensable intervention to deliver this much needed socio-economic transformation. Uganda's second National Development Plan (Government of Uganda, 2015) underlines the shortage of prerequisite skills on the labour market. The mismatch between the curriculum at the training institutions and the labour market requirements best illustrates a huge necessity for a deliberately and sufficiently designed knowledge management system not only for Uganda but the entire region. Until then, identification and quantification of available knowledge and thus establishment of the missing knowledge (knowledge gap) shall continue to present difficulty. It is until knowledge gaps are established that appropriate capacity enhancement interventions can then be effectively undertaken. Such interventions are a backbone to regional competitiveness as well as socio-economic transformation.

Keywords: knowledge gap, government, development planning, Uganda

Wangui wa Goro

Independent academic, critic, public intellectual, translator, editor, writer, social and cultural catalyst, advocate, activist and campaigner for human and cultural rights

Umuntu ngumuntu ngabantu: I am, because you are.

What is exciting is that humans, knowledge, technology and science coming together meaningfully can enable the harvesting and channelling of knowledge outcomes widely and rapidly. Translation or more specifically traducture (deep translation) allows communities to hear one another and for knowledge to travel across time, disciplines, and cultural and language divides. I am therefore excited that the UN and many international and national institutions and players are placing a high premium on knowledge management because it means that knowledge can be 'laser guided' for optimum effect. Insights from our research on translation and traducture show that small and large institutions, communities and individuals have vast amounts of information and data gathered over years which can be used to solve urgent challenges if it is 'translated' deeply and intelligently.

This tool of traducture, alongside others provides new departures to development practice which brings solutions through holistic use of multiple knowledges available. An example is a project that linked technologies, translation and traducture with doctors to save lives during the Haitian earthquake via the mobile phone. Another example is the work of Ushahidi who continue to provide intelligent real time digital solutions to complex situations through linking the best fit solutions and knowledges globally and locally in real time. As technology, skills and knowledge improve and are better organised, wider data becomes widely available but education and accessibility and will need to be fast-tracked and more inclusive to keep up. Demystifying issues is important as is political will. This can be done in measured, scientific and engaging ways where people contribute to real change and bring transformation in their own and others' lives in quantum ways. Solidarity and empathy are also critical. Therefore, scaling up the SDGs in holistic ways is essential. This will require Really Intelligent Knowledge Management Design, including how best to target and scale up knowledge impact and effectiveness. This will require bringing 'traducteurs' and translation at the beginning of the design process. A favourite example is the Greenbelt Movement which brings intelligent modelling of multiple knowledges drawn from a wide array of sources that uses simple yet complex translation of the human, social, scientific, economic, technical, socio-cultural and political knowledges for multiple, high impact outcomes.

Although Professor Maathai is gone, her seeds are now trees planted across the globe, transforming women's lives, families, the global ecology, impacting climate change and the environment, changing lives and communities, providing livelihoods, fostering inclusion, alleviating poverty and promoting peace! Our approach to knowledge management should be like those seedlings. May it continue to grow and open more windows and yield more opportunity, more humanity. Umuntu, ngumuntu ngabantu.

Keywords: traducture, translation, UN, international organisations, development practice, knowledge management, multiple knowledges, Ushahidi, Haiti, earthquake, SDGs

Gituro Wainaina

Professor, School of Business, University of Nairobi, Kenya

Kenya Vision 2030 is the national development blueprint that aims to transform Kenya into a newly industrializing, globally competitive and knowledge-based middle-income country, providing a high quality of life to all its citizens by 2030 in a clean and secure environment. As Kenya, therefore, aims to become a globally competitive and knowledge-based economy in the fast-changing business environment, knowledge management becomes a must for every sector in the process of gathering, managing and sharing employees' knowledge capital in order to ensure organizational effectiveness and sustaining competitive differentiation. The public sector in Kenya can leverage efficiencies through accessing the right information for making informed decisions and eliminate duplication of effort in delivering services to citizens at national level and more so that the county level. In addition, public sector will have to leverage on knowledge for improving internal processes and formulation of sound government policies and programmes for efficient public service delivery for increased productivity.

In the next five years 2018 to 2022, the Kenya Government is focusing on the 'Big Four' namely manufacturing; food security and nutrition; affordable health care; and affordable housing. The aim of the Big Four is to create opportunities for economic growth which in turn will spur wealth creation. The Government is committed to increasing manufacturing from 9.2% in 2017 to 20% of gross domestic product by 2022; adopting new and innovative initiatives that will drive 100 percent food and nutrition security commitment over the next five years; undertaking seven priority initiatives that will drive the metrics on providing one million homes programme; and executing five innovative initiatives that will ensure 100% universal health care by scaling up National Hospital and Insurance Fund uptake. The successful implementation of the above initiatives and programs and consequently the realization of the Big Four will require a lot of levering on knowledge management.

Knowledge management will, therefore, compliment the strategies by the government in realizing the Big Four. By managing knowledge, the government can leverage efficiencies across all public services through accessing the right information for making informed decisions and eliminating duplication of effort. Public sector in Kenya should strive to be ever more efficient and effective in order to deal with the constantly evolving needs of the citizens. This is critical because increasingly citizens are demanding higher service quality.

Keywords: knowledge-based economy, knowledge management, public sector, economic growth, Big Four, Kenya

Richard Walugembe

Head Technical Department, UltraTec (Uganda) Limited

Kampala Knowledge City development
Kampala Knowledge City will bring development as a learning living lab where various sustainable spatial and economic innovations will be shared through the knowledge city campaign. Eventually this should impact the way Kampala develops. This concretely means that we should facilitate sessions with various stakeholders through which inclusive and circular business cases will be co-created that can: 1) Form solutions to the challenges in and around the Kampala city through information sharing; 2) Create new business opportunities for Ugandans and energy enterprises that offer sustainable solutions. Kampala Knowledge City will not only aim to boost sustainable urban development, but also creates a spin-off for local economic activities, as it considers

challenges regarding reliable power supply and infrastructure as opportunities for businesses to the people living in Kampala. UltraTec as an energy company will continue giving people the solution through sharing knowledge to enable them to have access to affordable power so that their lives are improved.

Nancy White
Full Circle Associates and member of KM4Dev

An Agenda Knowledge for Development is a useful way of raising issues and finding common ground - or the lack of it - as a starting point for dialog. But I worry it is rooted in a dying paradigm. What is becoming apparent in our world is that traditional bodies and governance are losing their power to both influence and control development, for better or for worse. They are too slow moving to respond to complex and emerging issues of our day. So any agenda must address this shift, and speak to the emergent action networks that are springing up, both public, private and mixed. How does the agenda resonate with them? Much of what the Agenda aspires to suggests work in predictable, simple areas where we sense, categorize and respond, or the complicated area where as experts we sense, analyse and respond. Will it be fit for working in the unpredictability of complex situations where we need to probe, sense, respond, or even in chaotic contexts such as disasters?

This complex and emergent context must also be seen with the reality that there is such a volume of knowledge - and information. And more than ever, knowledge is power used in many ways. Its interpretation (or skewing as misinformation) is now a central tool and weapon for change. We can no longer assume good intent. We can't assume knowledge as a neutral resource. We are in strange times and should be careful of what we wish for.

Tan Yigitcanlar
Associate Professor of Urban Planning and Development Queensland University of Technology, Australia

Throughout the history of humankind, urban development and socioeconomic progress have gone hand in hand, and they are supported through technological advancements. In other words, since the dawn of our civilisation, societies have been shaping and at the same time being shaped by the economic factors, advancing technologies, and the environment around them. In this context, generation of new knowledge has always been the most powerful leverage for development, and the main driver of our techno-social progress. Many scholars claim that knowledge plays a key role in today's economy. This is basically an understatement. It might be more accurate to state that knowledge is the most valuable commodity and thus it is the economy itself for much of the developed world. This is just to say, for those cities, societies, and nations that have not been part of the global knowledge economy or society, achieving and sustaining a prosperous development is merely a hallucination. Today, knowledge generation in the scientific, engineering and artistic forms has been a priority for many of the global city administrations.

This gives us hope in continuing our progress and also finding possible remedies to the ills we have created along the journey. Presently, there is a growing consensus among the scholars, planners, politicians, and

industrialists in identifying knowledge-based urban development as a potential panacea to the burgeoning economic problems of our cities, societies and nations. In the era of global knowledge economy, knowledge-based urban development is a critical policy mechanism for economic success. However, it is not solely an economic policy in nature. Knowledge-based urban development is a policy that targets building urban settings to form perfect climates for businesses, people, and governance systems in environmentally friendly atmospheres. Each of these climates corresponds to a specific domain of knowledge-based urban development: economy, society, space, and governance.

It is also important to note that a sustained prosperity can only be maintained through a balanced approach in establishing healthy links among all of these development domains. Urban administrators all across the globe, thus, need to seek ways to form and implement locally tailored appropriate knowledge-based urban development policies for creating their sustainable and prosperous urban futures.

Keywords: knowledge, humankind, urban development, socioeconomic progress, knowledge-based development, urban development, urban futures

Kandeh K. Yumkella

Former Under Secretary General, United Nations, and Former Special Representative of the Secretary-General for Sustainable Energy for all

The present is the future; what we do today determines our future. The fact that around 80 percent of the global population will soon live in cities is reason enough to convert cities into knowledge hubs, serving as potential sources of rekindling new sources of dynamic growth, with an accent on economic efficiency, ecological compliance, social inclusion and spreading the positive spillovers on rural areas. The knowledge management initiative, with a priority focus on an interactive framework between cities in a win-win scenario for mutual benefits, is worthy of appreciation. I wish Dr. Andreas Brandner, General Manager, KMA Knowledge Management Austria and his team well in their endeavour to use knowledge management as a potential source of wealth creation.

Keywords: knowledge management, cities, hubs, knowledge management

Chris Zielinski

President, World Association of Medical Editors (WAME) and Visiting Fellow, University of Winchester, UK

Access to health information is a human right, as underscored in the Covenants to the Universal Declaration of Human Rights (UN/ECOSOC, 2000), and the UNESCO declaration on "Multilingualism and Cyberspace" (UNESCO, 2003). However, when we consider how knowledge is used in health development, it becomes clear that there are "knowledge gaps" – the various failures of communication (some due to a lack of access, some to social, economic or cultural factors) that impede the access to and application of knowledge in the health sector. The "know-do gap" – where, although the knowledge exists to resolve a health problem, it is not applied for various reasons – is the most pernicious problem.

The many years of colonial rule which many countries in sub-Saharan Africa experienced contributed to the creation and continued persistence of knowledge gaps in their health systems. The departure of the colonial powers (which has typically been partial or incomplete) has not been accompanied by complete decolonisation of the health systems and their associated knowledge systems. This is evident in the important and continuing role of traditional medicine and traditional healers, and the local/indigenous

knowledge associated with the practice of traditional medicine. So far, this knowledge fits uncomfortably into the modern health system. Traditional systems of knowledge have long been disparaged in the development process. On one hand, indigenous knowledge has been denigrated, and on the other, it has been appropriated or simply stolen.

The decolonisation discourse also applies to the Open Access movement: while better access to health information is to be welcomed, there is concern that the information pouring through the open floodgates will sweep away access to and respect for local knowledge altogether, and that a new kind of knowledge colonisation will take place.

Specific possible solutions include the establishment of national health observatories – online platforms collecting and disseminating aspects of available national health knowledge. Allied to such platforms, some countries have begun to follow WHO's recommendation to draw up full-scale national knowledge management plans.

The new field of infodemiology and the principal issues arising in an infodemic, as experienced during Covid-19, focuses on "information disorders" such as misinformation, disinformation and misinformation (Zielinski, 2021). Care must be taken in applying generative artificial intelligence and other emergent technologies, which are a double-edged sword: capable of helping to provide unparalleled access to health information, but also capable of greatly increasing the confusion produced by information disorders (Zielinski et al, 2023).

Keywords: global health, knowledge, capacity building, knowledge management, policy, practice

Marjolein Zweekhorst

Professor, Programme Director Management Policy Analysis and Entrepreneurship in the Health and Life Sciences, Athena Institute, VU University Amsterdam, The Netherlands

Knowledge is an essential element for development and knowledge sharing is key for reaching the SDGs. But what is even more important, is how the knowledge is obtained. Knowledge created by academics in a disciplinary field is not enough anymore. In order to address the complex questions the world is facing today and to contribute to development, multiple stakeholders need to co-create knowledge together. Mutual learning and knowledge sharing is what the world needs today. It is of utmost importance that knowledge of local communities is shared and integrated with other knowledge sources. However, knowledge sharing and mutual learning is complex. Therefore, we need to apply different methodologies. Transdisciplinary research is a form of learning and problem-solving, which aims to address complex problems. It is based on mutual learning among various stakeholders and it evolves various learning cycles. Transdisciplinary research stimulates the needed co-creation of knowledge. Therefore, I would like to emphasize the importance to train researchers in this type of research.

Keywords: knowledge, SDGs, mututal learning, knowledge sharing, complex problems, transdisciplinary research

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