



# Agenda Knowledge for Development

Strengthening Agenda 2030 and  
the Sustainable Development Goals



Knowledge for Development Partnership





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and the Sustainable Development Goals

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## Knowledge Development Goals - Summary

- 🌱 **Goal 1: Pluralistic, diverse 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.
- 🌱 **Goal 4: Knowledge partnerships**  
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 in development organisations**  
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 sustainability**  
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 competences 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.
- 🌱 **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.

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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
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
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
URACCAN	University of the Autonomous Regions of the Nicaraguan Caribbean Coast

## Preface



Knowledge is an essential resource and an indispensable prerequisite for the development of societies all over the world. In order to meet the Sustainable Development Goals of the United Nations and to master the challenges of the future, it needs a culture of knowledge-sharing among different stakeholders worldwide.

I therefore appreciate the efforts of the Knowledge for Development Partnership having created the global Agenda Knowledge for Development.

I want to thank the initiators of this agenda for bringing together so many different perspectives and for convening the global Knowledge for Development Partnership in Vienna in October 2016 and in Geneva in April 2017.

This Agenda, and the associated Partnership, will help to better understand the needs of inclusive knowledge societies and to manage knowledge responsibly on all levels of our societies for the benefit of a peaceful, wealthy and sustainable future.

Sebastian Kurz  
Austrian Foreign Minister

March 2017

## Introduction



**Sarah Cummings and Andreas Brandner**

This Agenda Knowledge for Development is the result of a process covering more than two years, aimed at building a global knowledge partnership for the development of a peaceful, wealthy, inclusive and sustainable world. 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 own future and contribute better to the social and economic development of our families, communities and societies. 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 has already become a requirement in the ISO 9001:2015 standard 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.

In this publication, we are proud to present the Agenda Knowledge for Development which has been developed in a collaborative process with colleagues 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 third, revised edition has been created and will be presented in Geneva, Switzerland, on 3-4 April 2017 at the Knowledge for Development: Global Partnership Conference 2017. This conference will be bringing together key members of the knowledge for development community. As part of the Agenda Knowledge for Development, many leading individuals have contributed 73 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. Although most of the statements have been contributed by leading experts, we also have a 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.

This common vision, developed in the Agenda Knowledge for Development and in the many statements, forms the springboard for the launch of the Knowledge for Development Partnership (K4D Partnership) to be inaugurated at the Knowledge for Development: Global Partnership Conference 2017 in the Palais des Nations. 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. But this process shall not end here. We will continue to listen to the people from all countries and to get in dialogue with them. This dialogue will be open and online, but we know that face-to-face communication is critically important as well. Therefore, we intend to work with others to establish K4D centres in a growing number of places around the world for better collaboration and local contextualization of the Agenda Knowledge for Development. 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.

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 this 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 created a very timely report, highlighting the best practices in the UN System and pointing towards the future of knowledge for development outside the UN system organisations. 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.

Our particular and personal gratitude to our co-authors of the Agenda Knowledge for Development, Petra Herout, Günter Koch and Peter J. Bury and the core team for the Geneva conference, Petru Dumitriu and his colleagues, Peter J. Bury and Helen Gillman. We again thank Helen and her colleagues at IFAD for their efficient work on this publication. The publication was designed, formatted and published with the support of IFAD. We also thank our interns, Astrid Aune and Leah de Haan, for their work on the Agenda. Thank you all for professional support and cooperation.

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

March 2017



# Part I

## Agenda Knowledge for Development

### Preamble

In September 2015, the member states of the United Nations (UN) General Assembly ratified 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.

This Agenda for Knowledge Development is designed to complement the SDGs 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 his and her 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, diverse and inclusive knowledge societies**

1.1 Our knowledge ecosystems should be inclusive, fair, 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 approach which aims to connect people, organisations and institutions through their diverse knowledges.

1.3 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 vulnerable populations.

1.4 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 his or her 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.

### **Goal 2: People-focused knowledge societies**

2.1 The individual knowledge of any world citizen - both female and male - 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 High quality 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.

2.3 We build an alliance against the misuse or ignorance of evidence and abuse of knowledge by individuals and groups aiming to mislead with harmful impact on the wider public.

## Goal 3: Local knowledge ecosystems

3.1 Strong local knowledge identities, cultures, policies, strategies, institutions, partnerships and processes will help countries to determine and create their own future for sustainable development in partnership with the world and to avoid dependence on fragmented knowledge transfer from more advanced knowledge societies. 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.

## Goal 4: Knowledge partnerships

4.1 Thematic knowledge partnerships are essential in any field to make use of the plethora of knowledge and creative potential in the world. Effective linkages between different thematic knowledge partnerships, based on common principles and shared visions, are needed. Knowledge partnerships include all kinds of knowledge processes like knowledge sharing, peer learning, co-creation and innovation, application, preservation and more.

4.2 Thematic knowledge partnerships should also ensure that knowledge initiatives, such as web portals and networks, are complementary, with their own distinct purpose and niche, rather than duplicating work done by others.

4.3 Urban and regional knowledge partnerships, such as city and community knowledge partnerships, are vital to the validation and localization of global knowledge resources and approaches. Strong, open and transparent local knowledge partnerships will help knowledge exchange to be realistic, pragmatic, and anchored in local knowledge ecosystems (institutions, markets, cultures).

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 opened up. 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 leading 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.

## **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.

## **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.

## **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, it should be freely accessible to the public. The knowledge commons as a global public good needs 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 sustainability**

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 sustainability 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.

## **Goal 11: Improved knowledge competences 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 Any individual 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 his/her 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. 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 ecosystem. 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. 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.

## **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 barrier for 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.

## **Means of implementation and the global partnership**

### **Follow up from Vienna**

The following list of measures was discussed at the K4D Summit in October 2014:

- Assess and develop knowledge ecosystems systematically and strategically (specifically but not only in developing and emerging countries).
- Initiate and professionalize knowledge partnerships to be effective in knowledge sharing and development, based on fair conditions of participating and sharing, trust, confidence and respect.
- Apply high knowledge management standards in public administration, industries and individual firms.
- Create legal frameworks for advanced global knowledge exchange and the global delivery of knowledge services.
- Strengthen business cooperation for knowledge sharing, make use of digital knowledge services, and create platforms to help small and medium enterprises (SMEs) play an active role in knowledge transfer.
- Anchor knowledge sharing for development in the mandates of public institutions, like governments and public academic institutions as well as in the private sector and NGOs.
- Provide guidance and methodologies to assess the knowledge divide and provide recommendations for improvement. Regularly implement such assessments for further improvements.
- Strengthen any kind of collaboration among knowledge service providers (both public and private research and education institutions, consultants, engineers, etc.) to enhance knowledge transfer to where it is most needed.

- Increase the equal access to all forms of web-based knowledge work, like learning, teaching, researching, innovating, sharing, networking, preserving, etc.
- Implement communication programmes to foster strong knowledge cultures. Increase awareness that knowledge is the source of individual, economic and societal development, and promote passion and enthusiasm to improve lives through advancement of knowledge. Increase knowledge about problems in societies and how they affect the lives of different populations. Media are to play an essential role in this regard.
- Establish a standard for knowledge sharing within development cooperation projects to strengthen local knowledge ecosystems and markets, and to avoid increased dependence on knowledge transfer.
- Provide time and resources within development programmes to comprehensively transfer knowledge to local knowledge ecosystems and the international community.
- Support cities and regions to develop comprehensive knowledge strategies and implementation plans. Establish programmes to form and implement locally tailored appropriate knowledge-based urban and rural development policies.
- Develop capacities in knowledge work, knowledge management and knowledge politics at all levels of society. Promote, facilitate and support countries, cities and communities in dealing with knowledge in all sectors. Build infrastructure to learn, improve, exchange experiences/lessons learned, ideas, visions, etc. in the mentioned fields.
- Enhance the means to capture, preserve and disseminate knowledge for future generations; protect knowledge as a cultural good.
- Establish and develop institutional links and supporting networks of learning organisations, to ensure that legal knowledge reaches beyond court benches and law schools, and that, conversely, knowledge from the field of practice and sciences find their way into law making and legal thinking.
- Increase capacities to access ICT, e-learning and e-teaching everywhere.

## Follow up and review

The first edition of the Agenda Knowledge for Development was developed for discussion and reflection during the Knowledge for Development Summit in Vienna on 14 October 2016. As a result of the discussion of the Agenda during the Summit, the Agenda was revised and enriched, and the second edition was published on the websites [www.knowledge4development.org](http://www.knowledge4development.org), [www.km-a.net](http://www.km-a.net) and the Agenda Knowledge for Development group on the website of the Knowledge Management for Development (KM4Dev) community. This third edition incorporates other inputs, including many new statements. This edition will be presented at the Knowledge for Development: Global Partnership Conference 2017, held in Geneva at the United Nations Palais des Nations, on 3-4 April 2017.

To take forward the Agenda Knowledge for Development, the following actions are proposed:

- For the advancement of the current Agenda Knowledge for Development, a standing working group has been established. More information about this group will be provided on [www.knowledge4development.org](http://www.knowledge4development.org).
- KMA ([www.km-a.net](http://www.km-a.net)) will continue to host the initiative until April 2017. After this period, it is proposed that a cross-cutting and cross-sectoral body would be needed for the advancement of the Agenda Knowledge for Development as no single UN organisation's mandate covers all aspects of the advancement of knowledge societies. For this purpose, the Knowledge for Development Partnership will be inaugurated at the Knowledge for Development: Global Partnership Conference 2017.

- Efforts will be made to identify mentors, champions and focal points for the Agenda Knowledge for Development in all stakeholder groups.
- More than 50 statements by leading individuals in the field of knowledge for development formed the basis of the first edition of the Agenda discussed in Vienna in October 2016. More statements have been collected and are included in this publication.
- Regular follow-up events will help to sustain and strengthen the collaboration in this field.
- Research, education and peer-consulting in the field of knowledge-based development should foster innovation and implementation of the Agenda.
- A global knowledge report can be a useful instrument to provide evidence, actualization and guidance to the global knowledge for development community.

Andreas Brandner, Sarah Cummings, Petra Herout, Günter Koch and Peter J. Bury  
Authors of this 3rd edition based on the statements included in this publication  
Vienna, 13 March 2017.

## Part II

### Statements on Knowledge for Development

#### 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

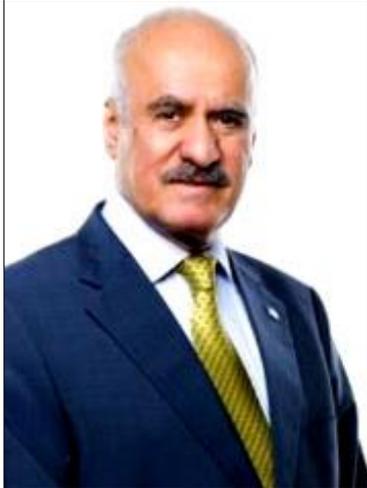


#### Flavia Martha Ajambo

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



## 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.

**Keywords:** sustainable development, 21st Century, developing countries, knowledge societies, knowledge for development, multistakeholder processes



## 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



## 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



## Frans Bieckmann

Editor-in-Chief and Executive Director, The Broker

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



## 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.

**Keywords:** knowledge management, organisational strategy, ministries, knowledge for development, UAE



## 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



## Andreas Brander

General Manager, Knowledge Management Austria, KM4Dev and Knowledge for Development Partnership

Knowledge is at the heart of 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 advocate for the establishment of a global knowledge partnership, built on strong, self-

determined knowledge partnerships within cities being natural knowledge hubs for their wider region and 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 can be essential to guarantee sustained knowledge partnerships, to connect knowledge silos and to integrate bodies of knowledge to achieve higher societal impact. I give 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. Finally 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.

**Keywords:** SDGs, knowledge societies, human rights, knowledge management, knowledge competencies, knowledge politics, social entrepreneurship, knowledge partnerships, knowledge cities, knowledge foundations, knowledge funds



## Peter Bury

Management & KM consultant/facilitator

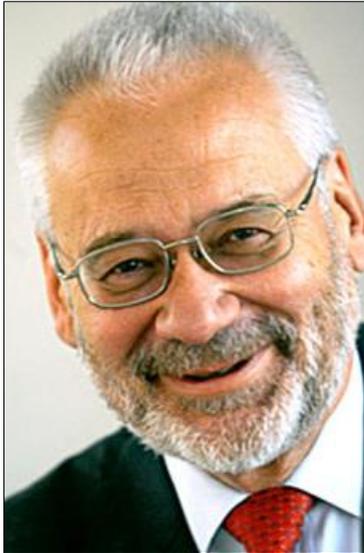
The process towards agreeing and working on the SDGs has been a major improvement on the Millennium Development Goals (MDGs) process. From the start, it was set up with a globally inclusive participative approach. For the first-time, development refers to humanity and its environment on the whole planet. 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



## 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 Carillo

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

Masters' student, Governance and Development, Institute of Development Studies, University of Sussex, UK

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



## Paul Corney

Knowledge et al

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 hand held 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

Knowledge Ecologist, KMA partner, KM4Dev and Knowledge for Development Partnership

From my perspective, the SDGs are fundamentally flawed because they are not based on local realities and local knowledge. Although they present the first universal development agenda and present a transformational vision, they cannot work if they do not harness the transformational role of knowledge. ‘Transforming our world: the 2030 agenda for sustainable development’ (UN, 2015), the final text of the SDGs ratified by the UN, considers 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...’ (UN, 2015: page 9). Despite this apparent recognition

of the importance of knowledge societies, the current way knowledge is included in the SDGs places too much emphasis on Western approaches, concepts and researchers, and not enough on local knowledge and local realities. In the elaboration of Knowledge Development Goals (KDGs), a new pluralistic vision of knowledge and knowledge societies is needed, one which values local knowledge, cultural and linguistic diversity, and the importance of collective thinking to solve complex problems.

This vision has been championed by UNESCO in the past and I would invite UNESCO, together with like-minded stakeholders, to take up this challenge with the rest of the international community. Development needs to be based on self-determination of communities and societies, based on their own realities and own knowledge. Science and technologies can often help but they should not be the starting point as they currently are in the SDGs. At the level of Goals and Targets, KDGs can also redress the balance in favour of local knowledge and local realities with knowledge perspectives on each individual Goal. At the current time, local knowledge, as traditional knowledge, receives only one mention within

the SDGs as part of 'Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.' These Goals and targets also need to recognise that knowledge is not only of economic value but that it also has enormous cultural, social and aesthetical value as, for example, literature and the arts. All stakeholders, including UNESCO, other international organisations and networks such as KM4Dev, with a perspective on the transformational role of knowledge for development should make their voices heard with different discourses, narratives and arguments, influencing the future development agenda and the way in which the SDGs are implemented. One such opportunity for advocacy is this international initiative of the Austrian Knowledge for Development Community which is working to conceive a set of KDGs for the year 2030.

**Keywords:** SDGs, local knowledge, transformational role of knowledge, UNESCO, complex problems, UN, science, technology, traditional knowledge, cultural value of knowledge, social value of knowledge



## 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



## Nancy Dixon

Common Knowledge Associates

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



## Petru Dumitriu

Inspector, Joint Inspection Unit, United Nations Office at Geneva

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



## 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



## 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



## 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



## Gibril Faal

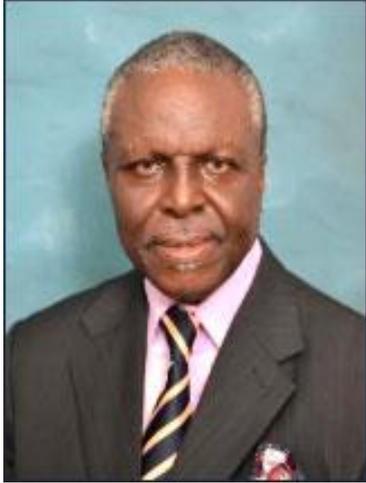
Director of GK Partners & Interim Director of ADEPT

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.

**Keywords:** refugees, development cooperation, SDGs, knowledge for development, knowledge communities, 21st Century, diaspora, migration, migrants, students



## 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 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



## 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 heart beat 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



## 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.

**Keywords:** knowledge sharing, knowledge cities, cooking, renewable energy, technologies, Kampala, Uganda



## Leah de Haan

Masters' student, International Relations Theory, London School of Economics and Political Science, 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



## Michael Häupl

Mayor and Governor of 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



## 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 in order 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 needs 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 Sustainable Development Goals.

**Keywords:** globalisation, technological innovation, complex problems, knowledge as an instrument of domination, universities, educational alliances, North-South cooperation



## 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



## 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.

**Keywords:** wisdom, knowledge uptake, evidence, research methods, effectiveness, knowledge management, randomized controlled trials, healthcare, feasibility



## 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 lead 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



## Robin Mansell

Professor, Department of Media and Communications, London School of Economics and Political Science, UK

If investment in digital networks and access to digital information is to support the sustainable development agenda, it must respect the aspirations of local people. Ramping up investment in networks to connect the unconnected is only a first step. Inclusive people-centred knowledge societies cannot be achieved without paying attention to local contexts. This is because knowledge for development requires listening to the voices of local people and treating multiple knowledge systems respectfully. Translating digital information into knowledge that is responsive to local needs

requires experience in a context. It requires formal and informal learning about how to integrate digital information into people's lives in ways that are consistent with human dignity. Tensions between investing in digital literacy learning opportunities that can enable people to evaluate digital information and investing in hardware or software should be resolved in favour of digital literacy training for young people and adults. When people acquire skills to make sense of their complex information environments this can help to ensure that participatory deliberation is effective. Such training can support local groups in making choices about preferred pathways to advanced knowledge societies that are consistent with their local development needs and goals.

UNESCO's sponsorship of ROAM - a human rights-based, open and accessible Internet governed by multi-stakeholder participation - is one key element of an inclusive pathway towards knowledge societies, but it is also essential for digital literacy training to be available to both learners and educators. Without greater investment in digital literacy, the pathway to advanced knowledge societies will reinforce elite ideas and visions, instead of giving local communities the resources, visibility and voice they need to promote equitable responses to the SDGs.

**Keywords:** digital networks, digital information, local people, knowledge societies, Agenda Knowledge for Development, UNESCO, context, multi-stakeholder processes, digital literacy, SDGs, participation



## 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



## 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



## Angelika Mittelman

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



## Michel Mordasini

Vice-President, International Fund for Agricultural Development (IFAD)

Eradicating rural poverty, food insecurity and malnutrition are at the core of IFAD's mandate. As a specialized UN agency operating as an international financial institution, IFAD invests yearly one billion US dollars in sustainable smallholder agriculture and rural transformation. We promote community-based and participatory approaches, with a strong focus on farmers' organizations, women and youth. We also recognize indigenous peoples' deep, diverse and locally-rooted knowledge, and actively support their self-driven development, while respecting their traditional livelihoods. Rural poverty is closely associated with multiple forms of marginalization including remoteness, weak organizations, and limited access to infrastructure, finance, services and markets. Smallholder farmers are highly vulnerable to the consequences of global risks such as climate change, water scarcity and soil erosion. To respond to these challenges, create opportunities for the rural poor and improve the livelihoods of the most vulnerable, IFAD draws on 40 years of experience as a partner and investor in the rural areas of developing countries. Our vision of inclusive and sustainable rural transformation fits closely with the Agenda 2030, and our multidimensional, integrated approach to rural development is consistent with the Sustainable Development Goals. To contribute effectively to the SDGs, IFAD is committed to increase the impact of our rural development investments through innovation, learning, and scaling up successes. This commitment is reflected in our Knowledge Management Strategy and Grant Policy for which the generation and sharing of knowledge for development impact is a key objective. Knowledge is indeed at the heart of IFAD's business model. We need to continuously enrich - from experiences and lessons learned across the world - the policy dialogue with our member countries and the design of our operations. And at the same time, as the leading UN institution investing in the rural poor, we must further conduct action-research and disseminate knowledge to better inform decision-making and influence policy processes at global, regional, and country levels for long-lasting impact and sustainability.

**Keywords:** rural poverty, smallholder farmers, rural development, inclusive and sustainable rural transformation



## 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:** knowledge city, Kampala, entrepreneurship, Uganda



## Shira Bayigga Mukiibi

Manager, Renewable Energy Business Incubator, Uganda

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



## 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 sub division 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**

## 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



**Helen Gillman**

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



## 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

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

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.

## 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



## Jaap Pels

Publishes on KM/KS, social media power user, and KM4Dev Ning administrator and core group member. Jaap owns his own KM-business KennisKlussen | KnowledgeWorks and is a KMA partner

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



## Mike Powell

IKM Emergent

When the World Bank launched its World Development Report, Knowledge for Development, in 1998, its premise was that the knowledge needed to achieve development existed and that the challenge was to disseminate and apply it. Whilst there is always more work to be done in applying existing knowledge, the SDGs and the Agenda Knowledge for Development both envisage realities which do not yet exist. They imply the need for new relationships, new forms of engagement and the creation of new knowledges. These may benefit from coordinated encouragement but cannot be established by centralised dictat. They will be formed by the purposeful interactions of many institutions and people, largely autonomous in their direction. These will inevitably be iterative and emergent processes and need to be managed as such. The aim

of creating lasting value from multiple knowledges with different roots and sources poses new challenges. Contestation and dispute are intrinsic to knowledge production and use. One challenge is to uncover commonalities whilst steering dispute in knowledge generative directions. It cannot be the case that anything goes or that knowledges and alternative facts can be selected to suit pre-conceived prejudices. Underlying values and intent need to be explicit.

Knowledge hierarchies of many sorts have been and remain a barrier to mobilizing knowledge for development. However, different knowledges are not all equal: each has its own internal logic, its

appropriate fields of application. There is a need for clarity on how and why something is held to be knowledge to create the basis for the kind of dialogues that will be necessary to agree on the best mix of or approaches to knowledges in any situation. Finally, the open, accessible, distributed knowledge ecologies which are envisaged will not emerge by chance. They will require investment in the nuts and bolts of information management, in co-ordination and in the development and maintenance of technical standards, including vocabularies which are open to common usage as well as to the adepts of expert systems.

**Keywords:** SDGs, Agenda Knowledge for Development, multiple knowledges, knowledge ecologies



## 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



**Charlotte Scarf**



**Ros Madden**

## **Charlotte Scarf and Ros Madden**

Research Fellows, Centre for Disability Research and Policy, University of Sydney, Australia

Data development is 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



## Denise Senmartin

Professor, Faculty of Social Sciences, National University of Cordoba, Argentina

The tensions between what we call rich and poor, private and public, global and local, porous and walled, open and secret, sharing and leaking, activism and slacktivism, are impacting daily on the development practices all around the world. These practices are largely determined by the social, economic, cultural, and legal frameworks, facilitating, promoting and protecting (or not) access, development of and usufruct of local knowledge. First, the elaboration of Knowledge Development Goals (KDGs) needs to acknowledge the importance of standing for the right to know as well as to question what we know. When we value others' knowledge, its development potential becomes evident. Second, the elaboration of KDGs needs to address the challenges posed by the widespread use of information and communication technologies and, in particular the internet and mobile-based apps. The potential of these technologies for participation and sharing is now threatened by the commercialization and control of all user-created content. Third, KDGs need to address the partiality of the products of mass media companies, which control the versions and analysis of events world-wide and recreate reality as it fits to their owners' interests which is not always aligned with sharing information for development purposes. This fact needs to become visible and widely known, as local knowledge is influenced and transformed by what circulates on mass media.

What knowledge societies do we want? The concerned stakeholders (development agencies, universities, governments, companies, NGOs) can collaborate to counter the appropriation, commercialization and control by a few of the richness of knowledge for development. Health, education, employment and environment solutions can be addressed through open access initiatives, and the promotion of peer to peer sharing and exchange of good and bad practices. We need to promote the access and use of ICT for development from a social inclusion perspective, where technology is a mean and not the end. We also need to promote the development of alternative information channels, understanding the media is not neutral and owners have an agenda. Overall, KDGs not only recognize local knowledge and its potential for development, but also how in the processes of access and use of it, knowledge has been taken over, crushed, and, in many occasions, handed over to actors that wouldn't prioritize development. We need to reconquer knowledge, what we know and we don't know, individually and as a collective good. As the Brazilian thinker Paulo Freire said (1968): 'Knowledge emerges only through invention and re-invention, through the restless, impatient, continuing, hopeful inquiry human beings pursue in the world, with the world, and with each other.' Our Goals should focus on making 'hopeful inquiry' possible and viable for all human beings.

**Keywords:** knowledge Development Goals, local knowledge, collective good, Paulo Freire



## Alan Stanley

Senior Convenor in the Open Knowledge and Digital Services Unit at the Institute of Development Studies (IDS), UK, Editor of Eldis ([www.eldis.org](http://www.eldis.org)) and co-convenor of the EADI Information Management Working Group

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



## Nico Stehr

Professor, Karl Mannheim Chair for Cultural Studies, Zeppelin University, Germany

Knowledge seems to define so 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 concept, knowledge as power



## Ojulo Stephen

Volunteer for the Switch Africa Green Project, CREEC, Uganda

‘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



## Students of Masters’ courses, London School of Economics and Political Science, UK

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



## Nanette Svenson

Adjunct Professor, Tulane University, USA

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.

**Keywords:** knowledge, UN system, knowledge as an asset



## Günther M. Szogs

Secretary of International Advisory Board, Leonardo European Corporate Learning Award

'Fighting hunger, need, disease and - often forgotten - fighting ignorance are the prerequisites for a life of human dignity all over the world. And the world can be at peace only if it is perceived everywhere to be just. Knowledge empowers, knowledge liberates people.' H-D. Genscher, in laudatio for Jacques Delors

The Leonardo European Corporate Learning Award has been very fortunate to have started its journey with a most eminent laureate, Professor Jacques Delors, the chairman of UNESCO commission for 'Education for the 21st century.' Former German Foreign Minister Hans Dietrich Genscher in his laudatio referred to the commission's focus on the famous four pillars of learning: learning to know,

learning to do, learning to live together, learning to be - characterising them in the words quoted above. In those words, themselves knowledge empowerment is alive, carrying judgment and wisdom. Urging us to take the Delors' report as compulsory reading for decision-makers and to prioritize fighting ignorance Genscher well understood that learning and knowledge is not just 'qualification.' Knowledge is liberating people if used for mutual understanding and thus serves as navigator for social improvement. We coined 'fighting ignorance' in analogy to the subprime crisis: 'combat subprime knowledge.'

This demands partnership, informed action but also enthusiasm and passion. We are honoured to cooperate in this spirit with UNESCO UNEVOC who link their emphasis on interplay of corporate and civil learning with COP21 climate goals and the SDGs. The initiators of this prestigious and timely conference

on Agenda Knowledge for Development are long-term pioneers in ensuring empowerment through knowledge - not leaving it a playground for just sophisticated words. Having strong bonds to them in our advisory board and our common partnership with the New Club of Paris, we wholeheartedly wish them well for this event. We sincerely hope it bears fruits of insights to better find ways to overcome the current threats not just to our civil lives but also our minds. May we altogether help rediscover the power of dialectical thought that allows synthesis rather than just 'likes' and 'shit storm' to reinforce civil skills of trust, confidence and respect. Thus, we unleash the true potential of learning and knowledge regardless of whether we live it in our corporate environment or in our communities.

**Keywords:** ignorance, empowerment, peace, UNESCO, education, learning, 'Education for the 21st Century', Agenda Knowledge for Development, New Club of Paris



## Serafin D. Talisayon

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

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.

**Keywords:** economic growth, knowledge, The Philippines, internal change of individuals, poverty, UNDP, development projects, success



## 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



## Richard Walugembe

Head Technical Department, UltraTec (Uganda) Limited

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.

**Keywords:** knowledge city, Kampala, Uganda, private sector, power supply



## 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,

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.

**Keywords:** Agenda Knowledge for Development, complexity, emergence, misinformation, knowledge as power



## 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 technosocial 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



### **Kande 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

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