COMMUNITY NOTE

The state of the Knowledge Management for Development (KM4Dev) community in 2024

Sarah Cummings*, Toni Sittoni*, Bruce Boyes, Paul Atsu, Rocio Sanz, Denise Senmartin, Gladys Kemboi, Fitsum Habtemariam and Chris Zielinski (* equal first authors)

This Community Note reviews, for the first time, the annual activities of KM4Dev, taking the year 2024. We start with the top ten KM4dev buzzwords in 2024. Then we review KM4Dev's known impact on sustainable development, focusing on the advocacy campaign to successfully influence the text of the UN's Pact of the Future. Next, we provide an overview of KM4Dev's core activities: interactive platforms, knowledge cafes, the Youth Leadership Forum, the KM4Dev-SIKM peer mentoring programme, and the *Knowledge Management for Development Journal*. In the next section, we provide an overview of the people who have played a formal role in the community as members of the core group and we also celebrate the awards and academic achievements of our members. Then, we highlight some important activities: the face-to-face meeting which took place in Cape Town, South Africa in January, the support to the development around the KM4Dev 'Knowledge Sharing toolkit', and some key events in the knowledge management and KM4Dev calendar. Finally, we outline plans to celebrate the 25th anniversary of KM4Dev in 2025in the '25 years together' campaign.

Keywords: annual review; Knowledge Management for Development; communities of practice; 2024; events; advocacy campaign; United Nations

1. Introduction

This annual review highlights key issues and activities within the Knowledge for Development (KM4Dev) global community of practice in 2024. It showcases how the KM4Dev community continues to provide value to its members, driving transformation in knowledge management practices to address opportunities and challenges. These efforts span individual, collective, local, national, regional, and global levels, reinforcing the community's broad and meaningful impact. We should acknowledge that this is the first time that we have written such an overview and that it could still be improved further in future versions.

KM4Dev is a global community of practice of more than 1000 international development practitioners, researchers, consultants and policymakers. Its members are experts interested in knowledge management and knowledge sharing issues and approaches in sustainable development, and seek to share ideas and experiences in this domain.

2. The top ten buzzwords/concepts that defined KM4Dev in 2024

The year 2024 witnessed significant strides in the practice of knowledge management for development (KM4D), but also underscored persistent concerns that demand attention. To capture these trends, we outline the top ten buzzwords or concepts that featured prominently in shaping the practice, discourse and research of KM4Dev during the year. Extracted from keywords featured on KM4Dev's social collaboration platforms, including the website, email threads and minutes of meetings, this list offers a glimpse into the complex issues facing the community and the pressing questions likely to persist well into 2025 and beyond. Many of these issues are reflected in the six generational framework of KM4Dev (Boyes et al., 2023).

2.1 Decolonization of knowledge

Decolonization of knowledge remains an important theme for KM4Dev and it was featured in 25 discussions on the KM4Dev online forum in 2024. Two questions appear to be key to this preoccupation, namely:

How to recognize and empower historically marginalized voices and knowledge systems? How to address the dominance of colonial structures in global knowledge production?

2.2 Multiple knowledges

The call for multiple knowledges was a key part of KM4Dev and partners' advocacy campaign around the United Nations' Pact of the Future, entitled 'We need to urgently apply multiple knowledges to achieve the Sustainable Development Goals (SDGs) (Boyes, 2024a). You can find out more about this campaign in Section 3. The concept of multiple knowledges, which has been extremely influential in KM4Dev and beyond (Boyes, 2024b), was originally developed by KM4Dev member, Valerie A. Brown, and concerns the perspective that different types of knowledge and knowledge cultures (individual, community, specialised or expert, organisational, holistic) are needed to solve complex problems (Brown, 2010). However, others were also advocating for multiple knowledges in sustainability in the face of complexity (Boyes, 2023). For KM4Dev, this also reflects the need for additional multiple knowledges, such as tacit knowledge and local and Indigenous knowledge.

Key questions for multiple knowledges are: How can knowledge management practitioners encourage mutual respect among different knowledge traditions? How to enable the coexistence and collaboration of diverse knowledge systems?

For tacit knowledge, questions were related to:

How can organizations capture and share deeply personal or experiential knowledge? What mechanisms are there to curb knowledge losses due to staff turnover or transitions?

For local and Indigenous knowledge, questionnaire related to: How to integrate local knowledge systems in solving global problems like climate change? How to ensure indigenous knowledge systems are respected, well utilized and protected?

2.3 Storytelling and shared experiences

For storytelling, outstanding questions and issues include: How to capture personal narratives and collective experiences for better learning? What KM approaches are there to strengthen emotional connections and community-building?

Capturing personal narratives and communal experiences for improved learning needs intelligent knowledge management (KM) approaches that emphasise inclusivity, diversity, and cooperation.

How to encourage individuals to maintain diaries detailing their work, problems, and lessons learned, regularly collecting and anonymizing these records to identify collective experience trends.

KM approaches, such as peer learning circles and co-creation practices, foster emotional connections and community-building by creating safe spaces for small groups to share experiences and solutions.

Indigenous knowledge integration involves integrating traditional ecological knowledge (TEK) into learning systems, ensuring the ownership and control by the knowledge holders.

2.4 Epistemic justice

This year saw two publications from members of the KM4Dev community on epistemic justice and its practical application. The first (Cummings et al, 2024a) provided an analysis of the relevance of the framework of epistemic justice to transdisciplinary research, arguing that 'it will increase fairness and justice as it relates to knowledge but also because listening and valuing the knowledge of all stakeholders will lead to better knowledge and more effective change processes.' This blog presents the theoretical framework of epistemic justice and will be followed up with an analysis of the implications for practice. The second (Cummings et al, 2024b) applies a new conceptual framework of epistemic justice, derived from the philosophical notion of epistemic injustice, to examine how these communities foster more equitable knowledge systems with regards to the social dimensions of sustainable development. Using critical discourse analysis, data from the websites of two scholarly communities of practice were analysed, revealing their innovative approaches to advancing epistemic justice through knowledge practices. The findings emphasize the utility of the epistemic justice framework in understanding the role of these scholarly communities

of practice in fostering social sustainability, specifically by contributing to more equitable knowledge practices.

Outstanding questions relating to whose knowledge is heard comprise: How to promote fairness in the ownership, production, sharing, and use of knowledge? What tools or methods are available to benefit vulnerable groups in knowledge-sharing processes?

2.5 Digital governance

How to address inequalities in access to digital technology/digital resources? What strategies exist to ensure ethical and inclusive digital systems and equitable participation?

2.6 Partnerships and collaboration

How can collaboration across industries and sectors close critical knowledge gaps? How can meaningful partnerships between public sector and non-state actors be encouraged?

2.6 Evidence-based policy development

How to integrate KM into policy and governance systems at local, national and global levels? What role does KM play in creating adaptive, evidence-based development strategies?

2.7 Big data and AI

How to maximize AI to reshape knowledge creation, sharing, and application? How to deal with ethical challenges and risks arising from use of AI for KM?

3. KM4Dev's impact on global sustainable development

In this section, we highlight where KM4Dev, intentionally through advocacy efforts or less intentionally through its thought leadership in publications, has had a global impact. In 2025, we will be making more of an effort to map KM4Dev's impact at individual, organizational and global level.

3.1 Pact of the Future advocacy campaign

In 2024, members of KM4Dev played a pivotal role in advancing global sustainable development through its active engagement with the UN Sustainable Development Goals (SDGs) process. This began with participation in the Knowledge Management Global Network (KMGN) HacKMathon 2023 (Boyes, 2023), which explored innovative knowledge management approaches to tackle global challenges linked to the Agenda 2030 and the Sustainable Development Goals (SDGs) (UN, 2015). The initiative emphasized the importance of tacit, human-centred knowledge and identified gaps in its recognition by high-level UN processes. This also reflects a central premise of the Agenda Knowledge for Development (Brander & Cummings, 2018).

Building on these insights and the developing international agenda, members of KM4Dev collaborated with the RealKM Cooperative, owner of the *RealKM Magazine*, and the Knowledge for Development Partnership, an international non-governmental organisation based in Austria, to advocate for more attention to multiple knowledges in the SDGs in the process leading up to the development and ratification of the Pact of the Future at the UN Summit of the Future,¹ held in September 2024. In a campaign lead by Bruce Boyes of RealKM and KM4Dev, several impactful advocacy efforts were undertaken, including:

3.1.1 The Open Letter

The 'Open letter to United Nations and world governments in regard to Summit of the Future and Pact for the Future' (KM4Dev et al, 2024) was written in March 2024 in which:

We, the undersigned of the Knowledge Management for Development (KM4Dev) community, RealKM Cooperative Limited, and Knowledge for Development Partnership (K4DP), urge the United Nations and its Member States to acknowledge the critical role of multiple knowledges (encompassing local, tacit, experiential, community, and Indigenous knowledge) in achieving Agenda 2030 and the Sustainable Development Goals (SDGs). The international community must urgently recognize the significance of multiple and diverse knowledges for sustainable development, or the SDGs risk failure.

This Open Letter was signed by more that 130 knowledge management professionals from across the globe. Additionally, a paper addressing the role of libraries and archives towards achieving the SDGs was prepared and published as another contribution to the joint RealKM-KM4Dev-K4DP campaign activities (Kenga et al, 2024).

3.1.2 Campaign for editorials in scientific journals

Aiming to replicate a successful campaign from health journals in which multiple, simultaneous editorials were used as a platform to raise attention for important global health issues related to climate change and nuclear risk (Zielinski, 2024), the team contacted editors of 30 knowledge management journals, 16 development studies' journals, and 12 information society journals. Our campaign was less successful that the health campaign and responses from editors in the knowledge management and development sectors indicated that they were less willing to undertake advocacy efforts. This was particularly disappointing in the international development sector given that '…the complexity and urgency of world development problems require direct assumption of responsibility from the [development studies] community. This implies that scholars and practitioners explicitly engage in exploring problems and solutions in partnerships with the communities and policymakers involved' (Basile & Baud, 2019: 7-8). This unwillingness to engage in advocacy on the part of the journals is also consistent with earlier observations that development studies' journals objectify rather than participate in development (Cummings & Hoebink, 2018).

Despite these challenges, we were successful in publishing a landmark editorial in the *Knowledge Management for Development Journal* in English (Al-Shorbaji et al, 2024a) and Spanish (Al-Shorbaji et al, 2024b) urging world leaders to integrate knowledge management approaches into the SDG agenda. This editorial was also published in the *Information Impact: Journal of Information and Knowledge Management* (Al-Shorbaji et al, 24c).

3.1.3 Participating in multiple events

The team and other members of KM4Dev participated in multiple preparatory events and at the Summit of the Future, disseminating our campaign message. KM4Dev and K4DP also participated in UN-led preparatory civil society discussions in Nairobi and youth-focused sessions at the Summit of the Future. These efforts positioned knowledge management and multiple knowledges as an essential driver for achieving sustainable development, providing the groundwork for the fourth edition of K4DP's Agenda Knowledge for Development, supported by KM4Dev.

3.1.4 Success of the advocacy campaign

The advocacy campaign was successful although not to the extent that we would have liked. As a result of KM4Dev and partners' efforts, we were successful in influencing important changes to earlier versions of the Pact for the Future. Although we did not achieve our final calls for further changes to the Pact for the Future and Declaration on Future Generations, we were successful in influencing important changes to earlier versions of the Pact for the Future and Declaration on Future Generations, we were successful in influencing important changes to earlier versions of the Pact for the Future through our open letter and submission, journal editorial (Al-Shorbaji et al, 2024a, 2024b and 2024c), multiple knowledges explainer, and libraries and archives paper. The word 'knowledge' had appeared only twice in the original January 2024 zero draft of the 'Pact for the Future' (Germany & Namibia, 2024), but now appears 18 times in the final Pact (UN, 2024). Significantly, the final Pact includes the following action reflecting our calls for the SDGs to protect and build on Indigenous, traditional and local knowledge, which had been completely missing from the zero draft.

Action 32. We will protect, build on and complement Indigenous, traditional and local knowledge.

56. We recognize the need for science, technology and innovation to be adapted and made relevant to local needs and circumstances, including for local communities, traditional Afrodescendent populations, and Indigenous Peoples, in line with the principle of free, prior and informed consent, as appropriate. We decide to:

(a) Foster synergies between science and technology and traditional, local, Afrodescendent and Indigenous knowledge, systems, practices and capacities.

3.2 The IFAD evaluation and multiple knowledges

In December, the International Fund for Agricultural Development (IFAD) published its corporateled evaluation of KM practices (IFAD, 2024), becoming the first UN agency to adopt the concept of multiple knowledges, and apply the conceptual framework of knowledge management for sustainable development in its knowledge management activities (Boyes et al, 2023). The

evaluation flags the importance of a knowledge agenda that can underpin IFAD's ambition to become a leader on rural transformation. It acknowledges the quality of the many technical knowledge products, but also highlights the need to connect multiple knowledges, including local and contextual knowledge, in order to achieve transformative action. IFAD's growing field presence, together with the tangible nature of its interventions, position it well as a broker of local and contextual knowledge. The Fund has successfully mobilized multi-stakeholder processes for knowledge generation and sharing in many countries. The evaluation recommends that IFAD should reclaim its role in elevating the operational knowledge to a global level, to inform the rural transformation debate. A lighter and more flexible knowledges. The shift in emphasis would require transitioning from a centralized KM architecture to a model with devolved responsibilities and resources.

4. KM4Dev core activities

4.1 Collaborative platforms

KM4Dev's collaborative platforms, including the website², the Dgroups Foundation discussion forum,³ the YouTube channel,⁴ and the Knowledge Management for Development Journal⁵provide a space for practitioners and scholars to engage on a range of professional topics, including academic discussions, peer reviews, and recommendations.

4.2 Knowledge cafés

KM4Dev hosted a further six Knowledge Cafés in 2024 (Knowledge Cafés 32-37), each spotlighting critical themes in knowledge management, in cooperation with the key partner, *RealKM Magazine*. All knowledge cafes are open to non-KM4Dev members, representing a way in which KM4Dev aims to create value for all of the knowledge management and global development community. In an appreciation posted on the KM4Dev discussion forum (28 February 2024), Paul Atsu articulated the value of the KM4Dev knowledge cafes:

One of the knowledge cafes' greatest assets is its capacity to foster a strong sense of community among its patrons. In a world where loneliness and disengagement endanger well-being and productivity, knowledge cafes by KM4Dev offers a warm, inclusive environment where people may flourish. Through mutual experiences, cooperative efforts, and a common outlook, members discover not only career satisfaction but also a genuine sense of belonging.

The attractive graphics for the knowledge cafes and the Zoom platform are provided by core group member, Rocio Sanz, for which we are very grateful. In addition, Rocio develops the videos of the sessions and posts them onto the YouTube channel.



Knowledge Café 32, held in collaboration with Tacitous, explored 'Knowledge-Driven Development and Sustainable Growth.' The cafe considered knowledge as a catalyst for sustainable growth, lessons learned, critical knowledge retention through strategic knowledge management practices, and global case studies of knowledge management in action. Presenters were Jordan Richards, Information and Digital Solutions

Technologist; and Darius Baria, expert in knowledge management and lessons learned, and the cafe was facilitated by Paul Atsu and Gladys Kemboi. At the session, we discussed knowledge strategies, tools and technologies that can scale up our community, organizations and countries towards sustainable growth and operational excellence. A video of the cafe can be viewed on KM4Dev's YouTube channel.⁶

Knowledge Café 33 focused on 'Mapping Local Knowledge for Sustainable Development,' emphasizing the value of local knowledge systems with speakers, Stacey Young, Epiphane Adjadji, Bruce Boyes, Charles Dhewa, Folasade Adepoju and Gladys Kemboi, facilitated by Denise Senmartin, and Rocio Sanz. This café had more than 200 registrations, demonstrating again the interest in local and Indigenous



knowledges in the KM4dev community. In a slightly different format than usual, we captured the deliberations and presentations in a mural.⁷ We also have a short video⁸ which does not, unfortunately, cover the whole session. The deliberations from the knowledge cafe will provide input into the new version of the 'Agenda Knowledge for Development' and particularly Knowledge Development Goal 3.



Knowledge Café 34 (27 May 2024) was a collaborative write-shop to develop personal statements to the 'Agenda Knowledge for Development' 4th edition (Brander & Cummings, In Press). To empower new contributions, K4DP hosted this interactive writeshop with Madina Ba from K4DP facilitating and Andreas Brander, Managing Director of K4DP, speaking. In this write-shop, participants were taken through a step-by-step process to support them to articulate their

personal perspectives into clear, compelling personal statements for inclusion in the updated Agenda.⁹

Knowledge Café 35 (4 June 2024) was organized in collaboration with the World Bank's Community Builders community of practice, and featured leading experts who have



shaped the 'Knowledge Silo Breakers,' a cornerstone in the Bank's journey to promote collaboration and innovation through CoPs. The session was hosted by Claudia Teixeira and Zarko Palankov, former members of the World Bank's CoP team 'Communities Reinvented', the same team behind our previous session on the *World Bank CoP Toolkit*.¹⁰



Knowledge Café 36 (27 June 2024) co-organized with the Global Health Knowledge Collaborative, featured a panel discussion on 'Person-to-Person: Regional and Country-Level KM Approaches from the Global Health Sphere' sharing peer-to-peer insights from Jordan, Nigeria, Francophone Africa, and Asia, with contributions from University Research Company (URC)-Centre for Human Services

(CHS), Jhpiego, and the Johns Hopkins Centre for Communication Programs (JHCCP), USA.

Knowledge Café 37 (7 August 2024) explored leveraging generative AI and knowledge for skills



development, with lessons from a World Bank community manager and graduate student experiences in Africa. Judith Perez, Skills GSG Community Manager, World Bank, Mexico shared strategies for leveraging knowledge sharing to boost skills development among development practitioners. Insights from global organizations on enhancing community management and engagement were considered. Adamu Abdullahi, Librarian and Knowledge Management PhD candidate, Federal University Dutse, Nigeria,

discussed how to discover Generative AI for skills development and explored key topics such as: opportunities for graduate students on how to use ChatGPT; and ethics and copyright issues in using ChatGPT.



Knowledge Café 38 (18 December) was an end-of-year celebration and a brainstorming session as we planned for KM4Dev's 25th Anniversary Celebrations and explored ideas for our community.

4.4 The Youth Leadership Forum

The Youth Leadership Forum, now in its fifth year, continues to provide a platform for young and aspiring KM students and practitioners to connect, share their experiences, and collaborate. Six monthly meetings were conducted through which participants identified key challenges, mapped out priorities, and developed an agenda to enhance youth participation and involvement within the broader KM community. Moreover at the UN Summit of the Future during the session on Empowering youth for sustainable futures: intergenerational responsibility and skills for a just transition', the Youth Leadership Forum, co-led by Paul Atsu, provided 7 key actions which was presented at summit by Fitsum Habtemariam.

4.4 The KM4Dev-SIKM mentoring programme

In February 2024, the KM4Dev and SIKM Leaders Community¹¹ presented a six-month pilot KM Peer Mentoring programme designed for practitioners across their communities. This initiative paired 15 mentees with 8 experienced mentors, creating a space for real-time, personalized guidance. The programme demonstrated that there was a strong need for such support, as mentees gained practical knowledge while mentors found satisfaction in volunteering their expertise. Encouraged by the pilot's success, the initiative expanded into a 12-month programme , aiming to further enhance professional growth and collaboration within the knowledge management community. In March 2024, the programme made a call for more mentees and mentors, receiving 93 applications and 51 mentors who are able to take 70 of them.

4.5 The Knowledge Management for Development Journal

The open-access *Knowledge Management for Development Journal*, supported by the KM4Dev community, published the first issue of its 18th volume in 2024.¹² The first issue in the volume included the two editorials highlighting the importance of multiple knowledges for sustainable development (Al-Shorbaji et al, 2024a, 2024b). This editorial calls on the United Nations, political leaders, and development professionals to recognize explicitly that knowledge and knowledge management are of key importance to the achievement of the Sustainable Development Goals (SDGs) and the 20230 Agenda for Sustainable Development, and to adopt the knowledge-based goals of the 'Agenda Knowledge for Development' (Brandner & Cummings, 2018). This editorial is being published simultaneously in knowledge management and development journals around the world, calling for change at a time when the UN is revisiting the SDGs at the Summit of the Future in September 2024.

The first of four articles, 'Knowledge sharing to improve the sustainability of food systems in West Africa: lessons learned from the Food Systems Caravan' (Sousa et al, 2024) describes a project that brought together policy makers, researchers, farmers, extension officers, students, non-governmental organizations (NGOs) and other stakeholders in a series of events to promote learning, knowledge sharing and dialogue in Benin, Burkina Faso, Ghana, Mali, and Nigeria for a shared understanding of the challenges and solutions to West Africa food systems. The second, 'Capacity development for scaling conservation agriculture in smallholder farming systems in Latin America, South Asia, and Southern Africa: exposing the hidden levels' (Woltering et al, 2024), provides examples of the organizational, cooperation and enabling environment levels of capacity development, drawing on four projects implemented by the International Maize and Wheat Improvement Centre (CIMMYT) to scale conservation agriculture practices to smallholder farmers.

The third paper, 'Outcome-oriented multi-stakeholder network design: four innovation spaces to accelerate food system transformation' (Koerner et al, 2024) builds a framework on outcomeoriented network design to identify four different network designs which emerge from a framework of ten design variables, each with different characteristics. The fourth article 'Insights on scaling of

innovations from Agricultural Research for Development: views from practitioners' (Woltering and Boa-Alvarado, 2024) undertook 36 interviews to establish that the dominant understanding of scaling was output and beneficiary-focused, rather than outcome and society focused as the latest literature suggests.

Following the papers, we have a contribution to the 'Tools and Methods' section, 'What is integral knowledge management and why do we need it? How the Spiral Dynamics model can help us overcome polarized perspectives on knowledge management within organisations' (Schunter, 2024). This contribution proposes that some of the key challenges of knowledge management in organisations stem from the fact that different people in organisations are operating from different worldviews and subsequently different understandings of knowledge. In this contribution, Johannes Schunter identifies five worldviews to knowledge management: the magic view (knowledge provides identity and belonging), the hero view (knowledge is power), the absolutistic view (knowledge is order and truth), the modern view (new knowledge is the driver of success) and the pluralistic view (everyone's knowledge is complex, multi-faceted and always changing, draws on the strengths of all other worldviews, address frictions and conflicts that often arise in organisations with diverse perspectives on knowledge management. This resonates with Valerie A. Brown's perspective on multiple knowledges (Brown, 2011), mentioned previously in this overview.

The final contribution, also part of 'Tools and Methods', 'A conversation tool for civility and knowledge integration: "a conversation model that combines dialogue and (self)facilitation for civility and creativity in a fragmented world" ' (Pugh and Altmann, 2024) describes the Five Discussion Disciplines (5DD) model for productive conversations, illustrating conversation impacts through examples, dos and don'ts, and case studies; and providing action strategies for individuals and leaders.

5. Participants in KM4Dev

5.1 The KM4Dev Core group

During the year, KM4Dev's core group, namely a volunteer group of community members acting as a steering committee under the leadership of Sarah Cummings, continued to meet monthly to plan for activities to maintain and grow the community, and to service members' needs. Other support teams included an ICT Working Group, led by Davide Piga; a sub-group advancing multiple knowledges and decolonization of the SDG agenda, led by Bruce Boyes; members of the monthly volunteers and moderators, led by Nancy White; and members of the Knowledge café team, led by Gladys Kemboi, Rocio Sanz and Paul Atsu. Members are thanked for the dedication and selfless contributions.

Current members of the core group include new members of the team who joined in 2024 or early 2025: Paul Atsu

Zacharia Moseti Katrina Pugh Jordan Richards Long-standing members comprise: Sophie Alvarez Bruce Boyes Andreas Brandner Jorge Chavez-Tafur Sarah Cummings Charles Dhewa Samirah Faruk Alok Goel Ginetta Gueli Fitsum Habtemariam Srividya Harish Gladys Kemboi Maureen Kenga Jacob Løfdahl Christina Merl Nana Mgbechikwere Nwachukwu Pier Andrea Pirani Ninez Piezas-Jerbi Davide Piga **Cesar Robles** Reza Salim Rocio Sanz **Denise Senmartin** Toni Sittoni Jasmin Suministrado Dydimus Zengenene Chris Zielinski

John Hovell Omar Faroque

Simone Parrish left the core group at the end of 2024. On behalf of the KM4Dev community, we would like to thank you, Simone, for your important contributions. And thank you, too, for all of the members of the core group and their work for the KM4Dev community.

5.2 Celebrating our stars

Many KM4Dev members made substantial professional achievements, including awards and academic achievements. In alphabetical order:

Benjamin Abugri, Knowledge Management, Digitalization and Learning Lead Specialist, Forum for Agricultural Research in Africa (FARA), Ghana.

Award: International Knowledge Management Award (2023) from KM Austria and K4DP Benjamin describes his experience of receiving the award (Abugri, 2024) and it has also been featured in Ghanaian news where it has been noted that he is the second African recipient of this award (Citi Newsroom, 2025). Core group member, Charles Dhewa, was the first African recipient of this award.

Ivett Bene, CEO of C-SYNC & Exclusively You.

Award: Knowledge Management Training CEO of the Year 2024 and Excellence Award in Internal Communication 2024, EU Business News

Andreas Brandner, General Manager, Knowledge Management Austria, KM4Dev and Knowledge for Development Partnership. Award: Individual Social Responsibility Leadership Award 2024, ISR Leadership

Stan Garfield, author, speaker, community leader and founder of the SIKM Leaders Community. Award: KM Community Award 2020, KMWorld (Ojaya, 2024). Patrick Lambe presented the award, congratulating Stan Garfield on his ability to keep the knowledge community connected and on decades spent creating a knowledge infrastructure for the community in a video message.¹³ Award: 2024 iSchool Friend of the Year, School of Information, Kent State University, USA, for having made a significant contribution to the iSchool.

Gladys Kemboi, PhD Student, University of Illinois, Urbana-Champaign, USA Award: 2024 Digital Preservation Coalition (DPC) Fellowship Award for her distinguished contribution to securing digital legacy to advance local and Indigenous knowledge in development in Kenya and across Africa (School of Information Sciences, 2024).

Obinna Richfield Anah, Lead, Knowledge Management, Communications and Visibility at the African Ministers' Council on Water (AMCOW) Award: Knowledge Manager of the Year 2024, CILIP: The library and information association, UK

Phomolo Lebotsa, Knowledge Management Officer. Wool and Mohair Promotion Project (WAMPP), Lesotho Educational achievement: PG Diploma: Knowledge and Information Systems Management, University of Stellenbosch, South Africa.

Stacey Young, PhD, Chief Knowledge Officer, US Agency for International Development, USA. Award: International Knowledge Management Award (2023) from KM Austria and K4DP

Chris Zielinski was inducted into the Internet Protocol version 6 (IPv6) Hall of Fame in December 2024 as an early commentator on social and ethical aspects of IPv6 by the International Federation of Information Processing (IFIP) (IFIP, 2024).

6. Other highlights of KM4Dev community activities

Although not exhaustive, the following member activities highlight the vibrancy of the KM community during 2024:

5.1 Face-to-face meetings

In January, South North¹⁴ and the Climate & Knowledge Development Network hosted a micro-meeting with KM4Dev in Cape Town, South Africa, for networking and knowledge sharing.

5.2 Agenda Knowledge for Development

In March, the Wageningen Centre for Development Innovation (WCDI), Wageningen University & Research, The Netherlands, proposed a Knowledge Agenda to build food systems resilience in the Horn of Africa (Cummings et al, In press; Cummings and van Uffelen, Under submission), providing a long-term vision for managing food crises and building on the third edition of the 'Agenda Knowledge for Development' (Brandner & Cummings, 2018), elaborated and published by the key KM4Dev partner, the Knowledge for Development Partnership (K4DP).

Towards the end of 2024, K4DP started work on the fourth edition of the 'Agenda Knowledge for Development' which will be published in January 2025. Like the previous editions of the Agenda, this version will include even more personal visions of knowledge societies and the SDGs, many of them coming from KM4Dev members.

5.3 Knowledge sharing toolkit

The KM4Dev 'Knowledge sharing toolkit' was originally developed from 2005 onwards on a wiki with the CGIAR and the Food and Agriculture Organization of the United Nations (FAO) (Staiger, 2008). It is collective work, based on former project work, as well as on many resources, previously developed by CARE and the Overseas Development Institute (ODI). The toolkit has three main pieces:

- 1. A library of tools, meaning web-based software (e.g., blogs, wikis, instant messengers, podcasting) and offline physical tools that can be used with a variety of methods.
- 2. A library of methods, meaning group processes that people can use to interact with each other, online or offline (e.g., appreciative inquiry, storytelling, knowledge fairs).
- 3. A set of perspectives and guidance that can help users choose tools and methods for their needs and contexts. Some examples: How can I organise meetings differently? How can I plan, monitor, and evaluate my activities/projects? How can I improve relationships and collaboration between regional offices and the headquarters?

The original website of the toolkit was lost to KM4Dev but Sophie Treinen of the FAO and Davide Piga are in the process of 'rescuing' the lost files from the Internet Archive¹⁵ and uploading them into Google documents. Finishing this process will require support from the KM4Dev community and it is planned to hold a hackathon in February 2025. At the hackathon, participants will be shown how to upload the existing documents into the new format and will do this in real time. Once the upload is completed, we will be looking at additional tools which can be added.

5.2 Key events in the knowledge management for development calendar

The Forum for Agricultural Research in Africa (FARA) held its 4th Knowledge Management for Agricultural Development Challenge (KM4AgD)¹⁶ from March to August, including knowledge cafes and mentorship for knowledge management practitioners. In May, Johns Hopkins Bloomberg School of Public Health (BSPH) offered a course on 'Knowledge Management for Effective Global Health Programs.' The 2024 Midwest Knowledge Management Symposium took place in June, and the KM Global Network hosted Global Knowledge Week in October.

In August, the Convention on Biodiversity started its first KM4Biodiversity Challenge with a training for all 196 countries, altogether 600 participants from various stakeholder groups per country participating. A regional GRULAC KM4B Workshop tool place in Bogota in October 2024. Lead instructor for the KM4B Challenge is KM4Dev's core team member, Andreas Brandner.

In December, K4DP held its annual KM awards ceremony, honouring two individuals and two organizations for their contributions to KM for sustainable development. Annually since 2009, the international Knowledge Management Award is bestowed upon an international organization as well as an outstanding personality. The KM Award was constituted under the auspice of the Association Knowledge Management Austria and since 2018 the KM Award is given in partnership with K4DP. Individual winners of the award are recognised in the previous section, while institutional winners were the World Food Programme and the World Bank.

Throughout the year, KM4Dev sought to strengthen connections with the major organizational KM groups Global Think-Tank of Organizational Tacit Knowledge Management (GO-TKM)¹⁷ and the Knowledge Management Global Network (KMGN)¹⁸. It continues its important partnership with *RealKM Magazine* which celebrated more than 2 million article views and the publication of its 2,000th article in 2024.

7. KM4Dev 25 in 25!

KM4Dev is gearing up to celebrate its 25th anniversary in 2025 with exciting initiatives to engage and benefit the community. Proposed ideas include:

a) a possible face-to-face meeting of KM4Dev members, potentially aligned with another relevant conference to cut on costs. avoid costly locations or peak tourist seasons;

b) a skills gateway and exchange platform to facilitate short online sessions for members to share and learn from each other, and which could complement the peer mentorship program;c) a new website which is more directly derived from the online platform provided by the Dgroups

Foundation¹⁹:

- d) online events with other networks;
- e) a hackathon and re-launch of the KS toolkit;
- f) and many more to be discussed with the KM4Dev community.

These plans reflect KM4Dev's continued commitment to fostering collaboration, learning, and growth within its vibrant network. It will be celebrating with the *Knowledge Management for Development Journal* which has been running for 20 years and with *RealKM Magazine* which has been running for 10 years.

Acknowledgements

We would like to thank all of the members of KM4Dev for their contributions during 2024.

References

- Abugri, B. (2024, December 20). Response to International Knowledge Management Award Recognition. LinkedIn. <u>https://www.linkedin.com/pulse/response-international-knowledge-management-award-benjamin-abugri-</u> cjrcf/?trackingId=9dBvBZJI09WoLXOdhmUVQg%3D%3D.
- Al-Shorbaji, N., Atsu, P., Boyes, B., Brandner, A., Camacho Jiménez, K., Cummings, S.J.R., Dewah, P., Dhillon, R., Habtemariam, F., Kemboi, G., Kenga, M., Kiplang'at, J., Mchombu, K., Prom, C., Ribiere, V., Sanz, R., Senaji, T., Senmartin, D., Tarus, I., Young, S. & Zielinski, C. (2024a). Editorial. We urgently need multiple knowledges to achieve the Sustainable Development Goals. *Knowledge Management for Development Journal* 18(1): 1-12. <u>https://www.km4djournal.org/index.php/km4dj/article/view/560/692</u>.
- Al-Shorbaji, N., Atsu, P., Boyes, B., Brandner, A., Camacho Jiménez, K., Cummings, S.J.R., Dewah, P., Dhillon, R., Habtemariam, F., Kemboi, G., Kenga, M., Kiplang'at, J., Mchombu, K., Prom, C., Ribiere, V., Sanz, R., Senaji, T., Senmartin, D., Tarus, I., Young, S. & Zielinski, C. (2024b). Editorial. Necesitamos urgentemente múltiples conocimientos para lograr los Objetivos de Desarrollo Sostenible. *Knowledge Management for Development Journal* 18(1): 1-12. https://www.km4djournal.org/index.php/km4dj/article/view/570/693.
- Al-Shorbaji et al. (2024c). We urgently need multiple knowledge to achieve the sustainable development goals. *Information Impact: Journal of Information and Knowledge Management*, 15:1, i-vi, DOI <u>https://dx.doi.org/10.4314/iijikm.v15i1.1</u>.
- Basile, E., & Baud, I. (2019) Introduction: Reflecting on Development Studies in the new millennium. In: Building Development Studies for the new millennium. Baud, I. S. A., Basile, E., Kontinen, T., & Itter, S. v. (Editors). Palgrave Macmillan.
 <u>https://search.ebscohost.com/login.aspx?direct=true&scope=site&db=nlebk&db=nlabk&AN= 1989818</u>

- Boyes, B., S.J.R. Cummings, F. Tesfaye Habtemariam and G. Kemboi. (2023). 'We have a dream': proposing decolonization of knowledge as a sixth generation of knowledge management for sustainable development. Special Issue on 'Uncomfortable truths in international development: approaches to the decolonization of knowledge from development practice, policy and research.' *Knowledge Management for Development Journal* 17(1/2). 11-41. <u>https://km4djournal.org/index.php/km4dj/article/view/548/673</u>.
- Boyes, B. (2023, 28 November) Case studies in complexity (part 6): Tacit knowledge transfer and deliberative conversations in the Helidon Hills. RealKM Magazine. <u>https://realkm.com/2023/11/28/case-studies-in-complexity-part-6-tacit-knowledge-engagement-and-sharing-and-deliberative-conversations-in-the-helidon-hills/</u>
- Boyes, B. (2023, October 9). KMGN HacKMthon 2023: Global Challenges, 17 October, with RealKM & KM4Dev: addressing the critical issue of knowledge management (KM) & the lack of UN Sustainable Development Goal (SDG) progress. *RealKM Magazine*. <u>https://realkm.com/2023/10/09/kmgn-hackmthon-2023-global-challenges-17-october-withrealkm-km4dev/</u>.
- Boyes, B. (2024a, July 10). Update #2 of RealKM-KM4Dev-K4DP knowledge management & SDGs campaign (9 July 2024). *RealKM Magazine*. <u>https://realkm.com/2024/07/10/update-2-of-realkm-km4dev-k4dp-knowledge-management-sdgs-campaign-9-july-2024/</u>.
- Boyes, B. (2024b, December 21). Why a multiple knowledges approach is essential to the success of the UN Pact for the Future and Sustainable Development Goals (SDGs). *RealKM Magazine*. <u>https://realkm.com/2024/12/21/why-the-un-sustainable-development-goals-sdgs-will-fail-without-a-multiple-knowledges-approach/.</u>
- Brown, V. A. (2010). Multiple knowledges, multiple languages: are the limits of my language the limits of my world? *Knowledge Management for Development Journal*, 6(2), 120-131. https://km4djournal.org/index.php/km4dj/article/view/402/502
- Citi Newsroom. (2025, January 13), Ghanaian honoured Best Knowledge Management Specialist for 2024. <u>https://citinewsroom.com/2025/01/ghanaian-honoured-best-knowledge-management-specialist-for-2024/</u>.
- Cummings, S.J.R., Dhewa, ., Kemboi, G., Young, S., & Powell, M. (2024a, November 26).
 Epistemic justice and its relevance to transdisciplinary research. *Integration and Implementation Insights: a community blog and repository of resources for improving research impact on complex real-world problems*. https://i2insights.org/2024/11/26/epistemic-justice-in-transdisciplinary-research/.
- Cummings, S., Munthali, N. and Sittoni, T. (2024). Epistemic Justice as a "new normal?" Interrogating the contributions of communities of practice to decolonization of knowledge. *Sustainable Development*. https://doi.org/10.1002/sd.3285.
- Cummings, S.J.R., van Uffelen, G.J., Chazelle, E., & Dagnoko (In Press) The development of a knowledge ecology for food systems resilience. In: Enhancing food systems resilience. Food security and healthy diets in protracted crises. FAO & Practical Action.
- Cummings, S.J.R., & van Uffelen, G.J. (Under submission) A Knowledge Agenda for food systems resilience in protracted crisis in the Horn of Africa.

- Cummings, S., Hoebink, P. (2017) Representation of Academics from Developing Countries as Authors and Editorial Board Members in Scientific Journals: Does this Matter to the Field of Development Studies? *European Journal of Development Research* 29, 369–383. <u>https://doi.org/10.1057/s41287-016-0002-2</u>
- Independent Office of Evaluation (IOE), International Fund for Agricultural Development (IFAD) Knowledge management practices in IFAD. Corporate-Led Evaluation. Rome: IOE, IFAD. <u>https://ioe.ifad.org/documents/38714182/50420209/Corporate-level+evaluation+on+Knowledge+Management+practices+in+IFAD/b6b21160-a900-792a-ef0b-f0003cac7559</u>.
- IFIP (2024, December 19) IFIP WG 9.2's Chris Zielinski Inducted into IPv6 Hall of Fame. IFIP News <u>https://www.ifipnews.org/ifip-wg9-2s-chris-zielinski-inducted-into-ipv6-hall-of-fame/</u>
- Kenga, M., Cummings, S.J.R., & Boyes, B. (2024, March 26). Libraries and Archives for Successful Sustainable Development Goals (SDGs). *RealKM Magazine*. <u>https://realkm.com/2024/03/26/libraries-and-archives-for-successful-sustainabledevelopment-goals-sdgs/</u>
- Koerner, J., Thornton, P. & Klerkx, L.2024.Outcome-oriented multi-stakeholder network design: four innovation spaces to accelerate food system transformation. Knowledge Management for Development Journal 18(1): 53-89.

https://www.km4djournal.org/index.php/km4dj/article/view/516/685

- KM4Dev, RealKM Cooperative Limited, & Knowledge for Development Partnership (K4DP). (2024, February 20). Open letter to the United Nations and world governments in regard to the Summit of the Future and Pact for the Future. *RealKM Magazine*. <u>https://realkm.com/2024/02/20/open-letter-to-united-nations-and-world-governments-inregard-to-summit-of-the-future-and-pact-for-the-future/</u>.
- Germany & Namibia. (2024). Pact for the Future. Zero Draft. <u>https://www.un.org/sites/un2.un.org/files/sotf-co-facilitators-zero-draft_pact-for-the-future.pdf</u>
- Ojaya, M. (2024, December 2). KMWorld's Community Awards: Marjorie Hlava, Stan Garfield. KM World. <u>https://www.kmworld.com/Articles/News/News/KMWorlds-Community-Awards-Marjorie-Hlava-Stan-Garfield-167055.aspx</u>
- Pugh, K. & Altmann, N. (2024) Tools & Methods. A conversation tool for civility and knowledge integration: 'a conversation model that combines dialogue and (self)facilitation for civility and creativity in a fragmented world.' *Knowledge Management for Development Journal* 18(1): 123-144. <u>https://www.km4djournal.org/index.php/km4dj/article/view/561/691</u>
- School of Information Sciences (2024, October 2) Kemboi receives international award for digital preservation work. News & Events, University of Illinois Urbana-Champaign. https://ischool.illinois.edu/news-events/news/2024/10/kemboi-receives-international-award-digital-preservation-work
- Schunter, J. (2024).Tools and Methods. What is integral knowledge management and why do we need it? How the Spiral Dynamics model can help us overcome polarized perspectives on knowledge management within organisations. *Knowledge Management for Development Journal18(1)*: 111-122. <u>https://www.km4djournal.org/index.php/km4dj/article/view/542/686</u>

- Sousa, F., Zingerli, C. & Pomalegni, S.C.B. (2024). Knowledge sharing to improve the sustainability of food systems in West Africa: lessons learned from the Food Systems Caravan. *Knowledge Management for Development Journal* 18(1): 13-30. <u>https://www.km4djournal.org/index.php/km4dj/article/view/531/687</u>
- Staiger, S. (2008) Knowledge sharing toolkit. Communication Initiative Network. https://www.comminit.com/content/knowledge-sharing-toolkit
- United Nations. (2015). Transforming our world: The 2030 agenda for sustainable development. United Nations General Assembly.

https://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E

- United Nations (2024). Pact for the Future, Global Digital Compact and Declaration on Future Generations. Summit of the Future outcome documents. https://www.un.org/sites/un2.un.org/files/sotf-pact_for_the_future_adopted.pdf
- Woltering, L., M. del Refugio Boa Alvarado, J. Stahl, J. van Loon, E. Ortiz Hernández, B. Brown, M. Kumar Gathala and C. Thierfelder. (2024a).Capacity development for scaling conservation agriculture in smallholder farming systems in Latin America, South Asia and Southern Africa: exposing the hidden levels. *Knowledge Management for Development Journal* 18(1): 31-52. <u>https://www.km4djournal.org/index.php/km4dj/article/view/510/684</u>
- Woltering, L., & M. Boa-Alvarado. (2024). Insights on scaling of innovations from Agricultural Research for Development: views from practitioners. *Knowledge Management for Development Journal* 18(1): 90-110.

https://www.km4djournal.org/index.php/km4dj/article/view/511/628

Zielinski, C. (2024, April 16). Multi-Journal Editorial Project achieves unprecedented collective intervention. *RealKM Magazine*. <u>https://realkm.com/2024/04/16/multi-journal-editorial-project-achieves-unprecedented-collective-intervention/</u>,

About the authors

Toni Sittoni is an accomplished communications and knowledge management professional with more than 20 years' experience of communications and KM leadership in the water and sanitation sector across Africa, and engagements in parts of South Asia, East Asia & Pacific, and Latin America.

Email: tsittoni@gmail.com

Sarah Cummings PhD is the Editor-in-Chief of the Knowledge Management for Development Journal. She was previously co-Director and Communications Director for the IKM Emergent Research Programme. She is a member and co-leader of the KM4Dev community. She currently works as Research Fellow at Knowledge, Technology and Innovation at Wageningen University & Research, The Netherlands. She has her own business, Knowledge Ecologist, where she undertakes knowledge-related consultancies for the UN and other clients. Email: sarahcummingswork@gmail.com

Bruce Boyes is a knowledge management, environmental management, and education professional with over 40 years of experience in Australia and China. His work has received high-level acclaim and been recognised through a number of significant awards, and includes innovative pioneering work on multiple knowledges and complexity in sustainability pioneered 30 years ago. He is currently the editor, lead writer, and a director of the award-winning RealKM Magazine (www.realkm.com), and teaches in the Beijing Foreign Studies University (BFSU) Certified High-school Programme (CHP). He is also a PhD candidate in the Knowledge, Technology and Innovation Group at Wageningen University and Research, and holds a Master of Environmental Management with Distinction.

Email: <u>bruce@bruceboyes.info</u>

Paul Atsu works with international organizations, NGOs and private companies in rural and urban communities to enable farmers to develop profitable and sustainable business models, access competitive markets and facilitated business network and linkages. His work experience has exposed me to both subsistence and commercial farmers. He is an expert in knowledge management, communications, youth in agribusiness development programmes and impact sharing for youth and women in the agriculture value chain.

Email: paulatsu2323@gmail.com

Rocio Sanz is currently based in Geneva, Switzerland and has over 25 years of international experience in the fields of communication, public information, media and humanitarian emergency response, knowledge management, information architecture as well as monitoring and evaluation. She works with organizations, teams and individuals as knowledge broker to improve their knowledge management strategies, competitive and business intelligence, developing frameworks, engaging networks, facilitating, building capacity or assessing and evaluating programmes, projects or policies for development. Her work experience also includes assessments, profiling, capacity building, development of training materials, document management and other targeted and tailored innovative tools required for knowledge elicitation, sharing and generation. Rocio is also actively engaged in many knowledge-based communities of practice such as the Knowledge Management for Development (KM4Dev), the Swiss Knowledge Management Forum and is co-signatory member of the Knowledge for Partnership Development (K4DP). She holds an MSc (Kent State University, USA) in Information Architecture and Knowledge Management, a master's degree (Complutense University, Madrid, Spain) in International Relations and Communication, she is an accredited Expert on Evaluation of Policies, Programs, Projects for Development (Complutense University, Madrid, Spain). Rocio held an Erasmus Scholarship in Political sciences & Journalism (Universität Bremen, Germany), and a BA in English Literature and Language (Universidad Cordoba, Spain).

Email: sanz_rocio@hotmail

Denise Senmartin has followed a transformative journey through facilitation, leading her from social work and alternative conflict resolution to international development, knowledge management, and project coordination. With proven experience across multilateral, public, and non-

profit sectors in various regions, Denise excels in co-designing and implementing collaborative planning and peer-to-peer learning strategies within policy-oriented and organizational change contexts. Adept at managing communities of practice and facilitating diverse workshops and events, both online and offline, she brings extensive qualitative research and report-writing skills in English and Spanish. As a Senior Editor of the *Knowledge Management for Development Journal* and a pivotal member of the Latin American Community of Practice, she actively fosters knowledge exchange and collaboration. Currently finalizing her Ph.D. dissertation on social media group participation and a sustainable architecture cottage for tourism in Argentina's Córdoba sierras, Denise remains open to new consulting opportunities, eager to apply her expertise to drive positive change and innovation.

Email: dsenmartin@gmail.com

Gladys Kemboi is a Knowledge Management (KM) and Communities of Practice leader with 10+ years of experience in global, regional, national and local level in providing strategic vision, developing and implementing KM strategies, building and sustaining Communities of Practice, and performing oversight of KM projects to meet evolving needs in Local and International Development. She has a a track record in building strategic alliances and knowledge partnerships, facilitating and moderating knowledge cafés, mentoring youth, unlocking community archives and restoring indigenous knowledge in addressing climate change mitigation and adaptation, championing safe spaces, decolonisation of knowledge, and advocating for vulnerable groups, peace and security, epistemic justice and transparent communications to ensure everyone's voice is heard.

Email: kemboigladys23@gmail

Fitsum Habtemariam is a passionate communication professional with a strong commitment to contributing to the achievement of the various Sustainable Development Goals (SDGs). Fitsum has 15+ years of international experience (in Africa, Asia, Europe, and now here in the US) with UNICEF, UNDP-GEF (United Nations Development Program -Global Environment Facility), UNFPA, FAO of the United Nations, and Save the Children-USAID/Food by Prescription. Fitsum has a proven track record of delivering impactful outcomes through strategic communication, social behavior change, and knowledge management. From leading award-winning campaigns to fostering strong partnerships, Fitsum's expertise drives tangible results. Email: tesfaye.fitsum@gmail.com

Chris Zielinski is a Visiting Fellow and the director of the Partnerships in Health Information (Phi)programme at the Centre for Global Health, University of Winchester, UK. Phi operates as a development consultancy, engaged in evaluation work of all kinds. Chris's academic work is on knowledge management, information and climate change, and infodemiology. His earlier career included over 20 years as a UN system translator, editor and publisher. In 1996, he became CEO of a British authors agency (ALCS), distributing some \$15 m a year of copyright revenue to British authors. In 2002, he rejoined WHO in Geneva as a senior internal consultant focusing on policy, partnerships (writing the first extended study of WHO's role in global health partnerships) and

knowledge management (he developed the WHO policy on KM at country level and assembled and drafted the 2007 global operational plan for WHO's knowledge management activities). At WHO's African Regional Headquarters in Brazzaville, he initiated what is now the integrated African Health Observatory. Later, as the lead WHO consultant, he drafted the world first national strategy on knowledge management for the health sector for Ethiopia. Email: chris@chriszielinski.com

⁸ https://www.youtube.com/watch?v=NGgX4CNh-wQ

⁹ https://www.youtube.com/watch?v=xZZ6sfRkhVo&t=56s&ab_channel=KM4Dev

development/en/groups/communities4Dev.html

¹ https://www.un.org/en/summit-of-the-future

² www.km4dev.org

³ https://dgroups.io/g/km4dev

⁴ https://www.youtube.com/channel/UCN_2XDTTImV0FwBjsBdlIeg

⁵ https://www.km4djournal.org/

⁶ https://youtu.be/HglEJIDI_Ko?si=4uUAnz2gU6kJcTqc

https://app.mural.co/t/kmhub2978/m/kmhub2978/1714407027260/b8a020a7a3c61791aeb8e051c8687436cb8b3c15 ?sender=u04ac4fa0cb065a95f3614525

¹⁰ https://collaboration.worldbank.org/content/sites/collaboration-for-

¹¹ https://sikm.groups.io/g/main

¹² https://www.km4djournal.org/

¹³ https://www.youtube.com/watch?v=5L5BtT4IuKI&t=1s&ab_channel=StanGarfield

¹⁴ https://southsouthnorth.org/

¹⁵ https://web.archive.org/

 $^{^{16}\} https://faraafrica.org/2024/04/12/the-knowledge-management-for-agricultural-development-challenge-2024-official-launch/$

¹⁷ https://go-tkm.org/

¹⁸ https://www.kmglobalnetwork.org/

¹⁹ www.dgroups.info