

# KM Triversary Forum 2025

**RealKM-KM4Dev-KM4DJ  
KM Triversary Forum 2025**

*“Bridging the research-practice gap in  
knowledge management (KM)”*

**14-15 October 2025**

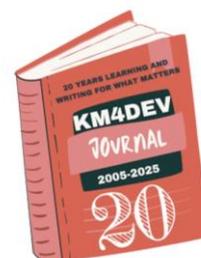
Helping to celebrate the triple anniversary of  
KM4Dev - 25 years, KM4D Journal - 20 years, RealKM - 10 years

# Presentation Summaries/Abstracts & Presenter Biographies

**Final Version, 12 October 2025**

The KM Triversary Forum is an initiative of RealKM Cooperative, the KM4Dev global community of practice, and *Knowledge Management for Development (KM4D) Journal*

*10 years in 2025!*  
**REAL KM**  
Evidence based.  
Practical results.



# *Presentation Summaries/Abstracts and Presenter Biographies*

**Final Version, 12 October 2025**

Listed in presentation order, as shown in the [Forum Program](#).

## *Tuesday 14 October, Session E1*

### *Keynote Presentation*

*The KM Practice Paradox: Insights from Two Decades of Implementing KM*

**Professor Eric Tsui, Senior Project Fellow, Educational Research Centre, The Hong Kong Polytechnic University**

**Abstract:** Over the past four decades, knowledge management (KM) has evolved as both an academic discipline and a practical imperative. Despite extensive research and theoretical advancements, significant gaps still persist between KM theories and their applications in organisational settings. Drawing on insights from nearly 200 KM projects in Hong Kong and southern China, this talk explores the disconnect from organisational, cultural, and human perspectives. It also examines the root causes of these gaps—including, among others, misaligned expectations, organisational constraints, cultural resistance, and limited contextualisation—and proposes actionable strategies for academics and industrialists to bridge them.

**Biography:** Eric Tsui is former Associate Director of the Behaviour and Knowledge Engineering (BAKE) Research Centre and currently a Senior Project Fellow at the Educational Research Centre at The Hong Kong Polytechnic University. He is the coordinator of the Hong Kong MIKE award and a Vice President of the Hong Kong Knowledge Management Society. A recipient of many Knowledge Management and E-Learning international awards including the Knowledge Management Award for Excellence in 2021 and the QS Wharton Reimagine Education Gold Award (Asia) in 2015, Professor Tsui was twice listed as an exemplary/outstanding academic in PolyU Annual Reports in the last 8 years.



### *Keynote Presentation*

*Beyond Theory: Embedding Practice into KM Research, How a Unique Professor–Practitioner Alliance Led to a Breakthrough Publication*

**Ginetta Gueli, Knowledge and Project Manager, ITA Airways (ex Alitalia), and Professor Luna Leoni, Associate Professor in Management, Tor Vergata University of Rome (Italy)**

**Summary:** This keynote will explore a unique case study of university–practitioner collaboration in the field of knowledge management (KM). In particular, the presentation will reflect on how this collaboration was initiated and sustained, highlighting how practice-based insight enriched academic research and the key outcomes achieved. Lastly, the session will also reflect on lessons learned, methodological challenges, and how this model of collaboration can inform future research agendas in KM.

**Biography: Professor Luna Leoni:** Luna Leoni is an Associate Professor in Management at the Tor Vergata University of Rome (Italy). At the same university, she is a Professor of “Management of Creative Firms” and “Knowledge Management Foundations” as well as Vice Coordinator of the “Master in Economics and Management of Cultural and Tourist Activities”. Her main



research interests are creativity, knowledge management, servitization, and tourism. Moreover, she is a Council Member of the European Association for Research on Services (RESER) and Editor in Chief of the International Journal of Information and Operations Management Education (IJIOME). Luna's research findings have appeared in top-tier business, management, and tourism journals..

**Biography, Ginetta Gueli:** Ginetta Gueli is a seasoned knowledge and project manager specializing in digital transformation, education, and knowledge management, with extensive experience in both national and international organizations such as Boston Consulting Group (BCG), IOM | United Nations, ITA Airways (ex Alitalia), Valore D – Diversity & Inclusion, Chetcuti Cauchi Law Firm, and Hudson Holding/Nike, among others. Ginetta is a member of the KM4Dev Core Group, and part of the SIKM Leaders and SIKM Leaders Boston communities. She also served as Executive Producer and speaker for KMLobby at Pioneer Knowledge Services, a platform focused on producing knowledge management talk shows and podcasts. She has collaborated with the University of Rome Tor Vergata and the University of Brescia on research exploring the relationship between Knowledge Management and Artificial Intelligence. She has also designed and delivered KM master classes for both university students and professional learners..



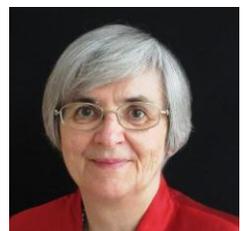
### **Keynote Presentation**

***In bridging the research-practice gap on complex problems, what can knowledge management, transdisciplinarity, systems thinking, and integration and implementation sciences learn from each other?***

**Professor Gabriele Bammer, Professor of Integration and Implementation Sciences (i2S), The Australian National University (ANU)**

**Summary:** In research there are multiple approaches to tackling complex societal and environmental problems, such as transdisciplinarity, systems thinking, action research, post-normal science and more. Integration and Implementation Sciences (i2S) builds on the commonalities among these approaches, so that they recognise each other's strengths and move away from operating in isolation. In all cases, a key aspect of these approaches is bridging the research-practice gap, both involving practitioners in the research and ensuring that the research is useful and useable in supporting practice change. How are these approaches relevant to knowledge management and how is knowledge management relevant to these approaches?

**Biography:** Gabriele Bammer is Professor of Integration and Implementation Sciences (i2S) at The Australian National University (ANU) in Canberra She is developing the new discipline of Integration and Implementation Sciences (i2S) to improve research strengths for tackling complex societal and environmental problems (see <https://i2insights.org/i2s/>) and she curates the popular Integration and Implementation Insights toolkit and blog (<http://i2Insights.org>). She is also the inaugural President of the [Global Alliance for Inter- and Transdisciplinarity](#). In December 2024 she received the ANU's most prestigious accolade, the Peter Baume Award, which "recognises eminent achievement and merit of the highest order."



### **Keynote Presentation**

***Bridging the Research-Practice Gap: The Role of Risk-Based, Responsible and Inclusive Knowledge Management***

**Professor Susanne Durst, Full Professor of Management at the Department of Business and Economics of Reykjavík University (Iceland) and an Adjunct Professor at Tallinn University of Technology (Estonia)**

**Summary:** In a time characterized not only by increasing polarization but also by the rapid generation and dissemination of information, the need for alternative ways of thinking seems more urgent than ever. This keynote aims to present a knowledge management approach that is built on inclusiveness,

respect, and constructive dialogue, and that practices risk management. Ideas will be presented to illustrate the potential contribution of responsible knowledge management.

**Biography:** Dr. Susanne Durst is a Full Professor of Management at the Department of Business and Economics of Reykjavík University (Iceland) and an Adjunct Professor at Tallinn University of Technology (Estonia). Her research interests include responsible knowledge (risk) management, responsible digital transformation, and sustainable business development in the context of small entrepreneurial organizations. Her work has been published widely in international peer-reviewed journals and recognised through various awards. She is the Editor-in-Chief of *The Bottom Line* and an Editor of *Knowledge Management Research and Practice*.



### ***KM and the Multi-journal Editorial Project*** **Chris Zielinski**

**Summary/abstract:** The route between research and practice is all about optimizing communication between researchers and those who want to put the research to practical use. This is a knowledge management issue of a classic KM4Dev kind – where knowledge has to be managed outside the walls of an organization and put into practice in communities. Where, for example, we are aiming to go beyond “the Learning Organization” to “the Learning Society”. This talk will review issues raised during a number of multi-journal editorial projects that have been carried out successfully, in which over one thousand medical journals published editorials on climate change and nuclear risk. It will reflect on reasons why this approach has been less successful in KM journals, and offer prospects for the future.

**Biography:** Chris Zielinski is a Visiting Fellow at the University of Winchester, a doctoral candidate at Wageningen University, and is currently the President of the World Association of Medical Editors (WAME). He has held senior positions in publishing and knowledge management with WHO in Brazzaville, Geneva, Cairo and New Delhi, and with ILO in Geneva, FAO in Rome and UNIDO in Vienna. Chris also spent three years as Chief Executive of the UK Authors Licensing and Collecting Society. He served on WHO’s Ethical Review Committee, and was an originator of the African Health Observatory. Chris has been a director of the UK Copyright Licensing Agency, Educational Recording Agency, and International Association of Audiovisual Writers and Directors. Recent activities include the Multi-Journal Editorial project on topics such as nuclear risk and climate change (<https://www.ifipnews.org/the-multi-journal-editorial-project/>), the WAME guidelines on artificial intelligence (<https://wame.org/page3.php?id=106>), and consultancies for UNICEF and WHO.

### ***Adopting the RKM Nexus Approach: Driving Adaptive PM, Evidence-Based Programming, Advocacy & Communication*** **Mohammad Omar Faroque**

**Summary/abstract:** Development agencies and practitioners often approach research, knowledge management, adaptive management, communication, and advocacy in isolation, which limits impact. Research conducted without effective uptake or application fails to generate meaningful outcomes. Conversely, findings from poorly designed or unvalidated research are difficult to manage or use. A single, fragmented approach cannot fully support project management, stakeholder communication, or policy influence. Amid shrinking funding and increasing complexity, integrating Research and Knowledge Management (RKM) has emerged as a critical enabler for adaptive project management, evidence-based programming, and strategic advocacy. The RKM process spans the full knowledge lifecycle: systematically capturing knowledge and evidence through rigorous research, managing and translating insights into digestible formats, communicating data-driven findings effectively, and ultimately influencing policy and systemic change through evidence-based advocacy. By bridging research and knowledge management, organizations can enhance decision-making, improve program outcomes, and strengthen impact across stakeholders.

**Biography:** With 8 years of experience, I have been supporting research, M&E, knowledge management, advocacy, and communications portfolios of various research and consulting agencies, INGOs, and UN agencies. I have provided knowledge management and research services to various donors, UN agencies, government bodies, and I/NGOs across more than 50 projects in diverse sectors, including DRR, CCA, food security and livelihoods, GESI, WASH, refugee and migration, health and nutrition, education, protection, and social protection/social safety nets. Additionally, I have attended various international and national conferences as a speaker and contributed to several newspapers, sites, and journals on development, policy, justice, and governance.

***Trust: the human component in building the researcher – practitioner relationship***

**Meena Arivananthan**

**Summary/abstract:** Rationale for this presentation: as we move into online, digital discourses, we are slowly sidelining an important component of KM – Trust. In seeking to close the gap between research and practice, trust is paramount. From a practitioner’s point of view, research is often seen as rigid, not replicable in a real-world scenario nor easy to transfer into practice. One way to build shared understanding across this divide is with the use of participatory tools that build trust. Participatory processes developed in the 60s/ 70s sought to democratize and empower communities into action. Built on the foundation of respecting the values and rights of the individual/ group / culture, these tools were later adapted as VIPP (Visualization in Participatory Processes), a collective manual of knowledge exchange tools used extensively in UNICEF South Asia for knowledge exchange. Over time, these tools have been adapted in many toolkits including the KSToolkit (KM4Dev) and also in UNICEF’s Knowledge Exchange Toolkit (2015). VIPP tools have been used successfully to engage stakeholders and build greater understanding across cultures while addressing concerns respectfully despite their differences. Facilitation is key – whether it is to impart new learning, test new theories in the field or capture information or feedback from groups and communities. Several examples will be shared to make the case for the use of VIPP tools to build trust.

**Biography:** Meena Arivananthan is an experienced practitioner in knowledge exchange and facilitation, with a strong focus on participatory methods and collaborative learning. She is the principal author of several KM manuals including the Knowledge Exchange Toolkit developed by UNICEF. With an academic background in Microbiology research, she is passionate about science communications, and supports researchers and scientists in meeting their communications goals. Her work focuses on participatory methods and creating inclusive spaces for collaboration, reflection, and learning. She is particularly interested in the role of facilitation in balancing structure with openness, ensuring that processes are both empowering and results-oriented.

**Keynote Presentation**

***Bridging the gap between research and practice: what should you be doing about it?***

**Professor John S. Edwards, Professor of Knowledge Management, Aston University, Birmingham (United Kingdom)**

**Abstract:** This presentation focuses on two elements: people and actions. It is informed by 30 years of the presenter’s involvement in both the research and practice of knowledge management. A brief summary of how the gap came to be the way it currently is leads into an examination of what sort of people need to be involved in closing it (not as simple as the two labels “academic” and “practitioner”), and what actions those people need to take. In the short term, the gap needs to be bridged, but ideally in the longer term it needs to be closed, so that research and practice are not seen as separate.

**Biography:** John S. Edwards is Professor of Knowledge Management at Aston University, Birmingham, UK. His research interests have always centred on how and why people use – or don’t use – models and systems to help them do stuff. Most recently he has concentrated on knowledge management and related topics



such as risk management and analytics. He was the founding editor of the journal Knowledge Management Research & Practice, and has written many publications on knowledge management, including – as co-author – “The Knowledge of Communities” (Emerald, forthcoming).

### **Keynote Presentation**

#### ***Kip-Agege: Bridging the Research–Practice in Governing Indigenous Knowledge Systems***

**Gladys Kemboi, PhD student in Information Science, University of Illinois at Urbana-Champaign (United States)**

**Summary:** Kip-Agege knowledge reimagines how Indigenous Knowledge Systems are governed, preserved, and sustained in societies still shaped by biocolonial legal frameworks, the enclosure of knowledge, and the accelerating impacts of climate change. It begins from the understanding that Indigenous knowledge is a living practice, embedded in our daily lives, our lived experiences, community relations, and ecological stewardship. This practice-based research directly challenges dominant Western research systems. Indigenous knowledge refuses the separation of knower and knowledge and insists on context, community, and reciprocity. By contrast, Western research has long privileged research methods that *extract, exclude and erase knowledge* from its place and people in order to claim authority. This tension exposes how deeply research remains embedded in colonial legacies and why partnering with Indigenous knowledge holders demands a decolonial re-evaluation of research itself. Kip-Agege knowledge bridges research and practice centered on documenting and preserving Indigenous knowledge without erasing differences. Digital preservation makes Indigenous knowledge newly accessible for research and global learning, but this accessibility must never become appropriation. Reciprocal research with Elders, Indigenous knowledge holders, scholars and communities place authority where it belongs within Indigenous knowledge governance while opening space for ethical and critical conversations with scholars and institutions. By centering Indigenous knowledge as practice, Kip-Agege Knowledge, it unsettles inherited hierarchies and stereotypes of knowledge and epistemic injustices and insists on research shaped by epistemic justice, reciprocity, and community-led governance.

**Biography:** Gladys Kemboi is a PhD student in [Information Science](#) at University of Illinois at Urbana-Champaign. Kemboi is a Maggie Weaver LLEAD Fellow in Canada, 2024 Digital Preservation Coalition (DPC) Fellowship Award winner in the UK for her significant contributions to preserving digital legacies that promote local and Indigenous knowledge in development. Kemboi leads Knowledge Management for Development (KM4Dev) knowledge cafés. Previously, Kemboi worked as the Global Learning and Knowledge Manager at Jhpiego, where she developed knowledge management strategies and a Community of Practice for various countries. Her professional contributions include implementing the Global Coalition Knowledge Management Strategy on Youth, Peace and Security with the United Nations Development Programme, and working with the Visions of Hope for Africa charity in developing the knowledge management strategy on resource mobilization and sustainable partnership in the U.S. and Africa.



## ***Tuesday 14 October, Session W1***

### **Keynote Presentation**

#### ***Researching Practice and Practicing Research: Story-ing as a way of bridging research-practice gaps within classrooms and beyond***

**Dr Sayan Dey, Assistant Professor and Department Chair (English Studies), Bayan College (Oman) (affiliated with Purdue University Northwest)**

**Summary:** Story-ing is not just about structural reflections of specific narratives, themes, plots, characters, geographies, and emotions, but also about the different sociocultural, emotional, psychological, and political factors that have provoked an individual to choose specific stories for

sharing. The same tale narrated by other persons will never have the same experiential outcome because, apart from the diverse technicalities of expressions, the story gets narrated and interpreted through the diverse positionalities of the narrators. The methods of research through practice and practice through research are quite similar to story-ing, especially in terms of their rootedness in diverse socio-political positionalities of the researchers and their subjects. However, in many hierarchical and elitist knowledge-making spaces, to gate-keep their exclusionary agendas of knowledge management, research is not considered an essential part of practice, eventually leading to the production of stereotypes and fabricated information. In such circumstances, story-ing can potentially serve as a method not only to address this gap but also to push research beyond the fortified institutional structures into the horizontal community spaces. The method of story-ing will be illustrated with various audiovisual research that I have conducted in connection with the musical and culinary cultures of different communities in India and South Africa.

**Biography:** Sayan Dey works as an Assistant Professor and Department Chair (English Studies) at Bayan College (affiliated with Purdue University Northwest), Oman. His latest monographs are *Performing Memories and Weaving Archives: Creolized Cultures across the Indian Ocean* (Anthem Press, 2023), and *Garbocracy: Towards a Great Human Collapse* (Peter Lang, 2025). He was awarded the Nicolas Cristobal Guillen Batista Outstanding Book Award for *Performing Memories and Weaving Archives* in 2025 by the Caribbean Philosophical Association. His research interests are posthumanism, decolonial studies, environmental studies, critical race studies, culinary epistemologies, and critical diversity literacy. He can be reached at [www.sayandey.com](http://www.sayandey.com).



### **Keynote Presentation**

***The KM4AgD Journey: “Knowledgizing” and Bridging Research and Practice in African Agricultural Development***

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

**Summary:** In this keynote, I will reflect on my decade of experience with the Knowledge Management for Agricultural Development (KM4AgD) in Africa, an initiative that has evolved into a vibrant Community of Practice across Africa. I will share how KM4AgD has strategically bridged the research-practice gap by institutionalizing knowledge management in agricultural research organizations and countries, co-creating digital knowledge platforms like the observatory for Africa Agriculture Knowledge Hub dubbed FARADDataInformS and the FARA Africa Community, and fostering multi-stakeholder partnerships. The presentation will highlight key lessons from facilitating knowledge co-creation, community-led learning, and policy engagement across the African continent. I will also share insights from related initiatives that contribute to a decolonial and systems-based approach to knowledge management in development.

**Biography:** [Benjamin Abugri](#) is a Knowledge Management, Digitalization, and Learning Lead Specialist at the [Forum for Agricultural Research in Africa \(FARA\)](#), an apex continental organization of the African Union Commission, coordinating and advocating for Agricultural Research for Development. With over a decade of experience in knowledge systems strengthening, Benjamin has led the development and institutionalization of key KM initiatives, including the [KM4AgD agenda](#), a continental initiative that builds capacities, fosters digital transformation, and nurtures communities of practice for agricultural research and development across Africa. He is also a passionate advocate for decolonial knowledge partnerships and indigenous knowledge integration. In recognition of his outstanding contributions to the field, Benjamin received the [2024 International Knowledge Management Award \(Individual Category\)](#), celebrating his innovation, impact, and commitment to advancing knowledge ecosystems in Africa. His educational background includes Business, Strategic and Project Management, Public Administration and Policy



Management, International Relations and Diplomacy, and Knowledge Management, bringing a dynamic lens to his work in knowledge ecosystems.

### **Keynote Presentation**

***How to bridge the gap? Lessons on embedding/converging research and practice from the KM4Dev community***

**Denise Senmartin, Assistant Professor of Internationalization and Open Knowledge, National University of Córdoba (Argentina)**

**Summary:** The Knowledge Management for Development (KM4Dev) global community of practice is celebrating 25 years. For most of its life, although not fully explicitly, it has been bridging the research-practice gap in knowledge management (KM). In this keynote, I will uncover the main lessons learned from this journey. Through concrete experiences of research and practice collaboration, such as the Agenda Knowledge for Development and Knowledge Management for Development Journal, I expect to offer a glimpse into new horizons for the next 25 years of bridging this long-standing gap in KM.

**Biography:** Denise Senmartin is an Assistant Professor of Internationalization and Open Knowledge at the National University of Córdoba, Argentina. She is a Senior Editor of the journal Knowledge Management for Development and a member of the core group of the community of practice. She has worked in knowledge management for multilateral, national, and local organizations in the Americas, West Africa, and Southeast Asia. She received the Argentine Social Ambassador Award as part of a team and has led volunteer projects with migrant associations in the United States and Europe. Her current research addresses digital and networked transnational participation from a decolonial perspective.



***The Knowledge Cartographer: A Fiction-Based Foresight Case Study on the Future of KM (2025-2065)***

**Dr Barbara Fillip**

**Summary/abstract:** This presentation explores an unconventional approach to bridging research and practice in KM: the use of speculative fiction as a foresight tool. Over the past year, I developed *The Knowledge Cartographer*, a novel set in 2065 that integrates KM research with narrative storytelling. Drawing on credible foresight sources and knowledge frameworks, the story imagines how knowledge might be curated, preserved, and shared in a world shaped by cognitive augmentation, AI ethics, and ecological design. At its center is a centenarian protagonist managing the arc of her personal knowledge and facing the challenge of passing it on. Around her is a distributed network of Knowledge Cartographers working to support societal-scale knowledge stewardship. The novel does not focus on corporate KM systems—instead, it reimagines KM as a human, intergenerational practice rooted in memory, care, and epistemic humility. This presentation offers a brief case study in using fiction to make research insights tangible, emotionally resonant, and forward-looking. It also proposes narrative foresight as a method to engage KM practitioners in reflecting on the evolving nature of their work in the face of technological and ecological change.

**Biography:** Barbara Fillip is a writer, educator, and consultant with over 25 years in knowledge management (KM). She is exploring how speculative fiction and narrative foresight can expand how KM practitioners imagine the future of personal and societal knowledge stewardship. Her current project, *The Knowledge Cartographer*, envisions the years 2025–2065 through the intertwined lenses of cognitive science, neuroethics, and futures studies—blending rigorous research with storytelling to provoke reflection on memory, care, and human–AI partnerships. At its heart is a centenarian protagonist confronting the arc of her personal knowledge and the challenge of passing it on. Alongside the novel, Barbara is developing experimental companion materials, including a Fictional Roundtable Series, to invite diverse voices into a shared exploration of long-term KM challenges. She

brings a commitment to making complex, emerging trends tangible and emotionally resonant, inspiring fresh approaches to knowledge stewardship in an era of rapid technological and ecological change.

### ***How we create Visual Knowledge Management***

**Jim Benson**

**Summary/abstract:** I will show how distributed and co-located teams in construction, NGOs, and tech have visualized their work using a central location to both see their work and collaborate in real time. The use of those visualizations allowed them to create context-based physical and online systems that greatly increase use. People are more likely to use the visuals (the obeya) with KM and people are more likely to update and maintain documentation when the reminder to do so is provided during the course of normal work.

**Biography:** Jim Benson is a senior faculty member of LEI, CEO of Modus Cooperandi, co-founder of Modus Institute Community and co-creator of the popular Lean Agile Visual Management Certification Program. A pioneer in applying Lean and Kanban methodologies to knowledge work, Jim is the creator of Personal Kanban and Lean Coffee, as well as dozens of popular Lean and Agile tools. His background in civil engineering, urban planning, software development, and business management have left him with an appreciation of the personal and the practical elements of work. He is the co-author of *Personal Kanban: Mapping Work | Navigating Life*, winner of the prestigious Shingo Research and Publication Award. His most recent book, *The Collaboration Equation*. Jim is a sought-after keynote speaker and humane management thought leader who coaches and supports companies and knowledge workers at organizations around the globe. His other books include *Why Plans Fail*, *Why Limit WIP*, and *Beyond Agile*.

### ***Evidence Building at USAID: Reflections on the Implementation of the Evidence Act***

**Dr Winston J. Allen**

**Summary/abstract:** The presentation will discuss the implementation of the Foundations for Evidence-Based Policymaking Act of 2018 (or Evidence Act) at USAID. Over a period of five years prior to the dismantling of the Agency, the Evidence Act was implemented to advance evidence-building and use by improving access to data and expanding evaluation capacity. This included the publishing of Annual Evaluation Plans, an Agency Learning Agenda, and a Capacity Assessments for Statistics, Research, Evaluation, and Other Analysis. The presentation will discuss the successes and challenges from their implementation, and identify lessons for strengthening organizational evidence building and knowledge management.

**Biography:** Dr. Winston J. Allen is an Independent Program Evaluation, and Evidence Consultant, with over 30 years of experience in international development program evaluation and applied research. Most recently, he served as the USAID Agency Evaluation Officer, responsible for providing technical leadership of the agency's evaluation activities, including designing and undertaking evaluations, interpreting results, and integrating evaluation findings into day-to-day agency operations, management processes, budgeting, strategic planning, and other decisions. Dr. Allen has served as team lead for a broad range of evaluation and research projects supported by international development organizations. He has extensive experience working directly in developing countries in Africa, Asia, Latin American, the Caribbean, Europe and Eurasia, and Middle East. He holds a Ph.D. in City and Regional Planning, with a focus in International Development Planning, from the University of Pennsylvania.

### ***Key Strategies for Driving Evidence Use: What can we learn from the implementation of USAID's Agency Learning Agenda?***

**Presenter: Shilpa Clift**

**Summary/abstract:** Organizations—whether in the public or private sector—grapple with the question

of how to better use evidence and data in decision-making. The United States Agency for International Development (USAID) developed its first enterprise-wide learning agenda in 2018 to strengthen: 1) Sharing of evidence across sectors and geographies; 2) Agency capacity to produce, store, and use high quality evidence; and 3) Evidence-based decision making in policies, operations, and programs. In 2023, USAID held its first-ever Agency Learning and Evidence Month to foster evidence exchange and use across the development community. Across 36 events, USAID and its partners showcased cutting edge, rigorous research on key development challenges such as corruption, migration, and climate change. USAID's first Agency Learning and Evidence Month reached over 2500 attendees in more than 110 countries. The second Agency Learning and Evidence Month was held in 2024, bringing together a wider array of government leaders, universities, non-profits organizations, and the private sector from across the globe. What can we learn from Agency Learning and Evidence Month about improving the uptake of evidence in decision-making? This presentation highlights key strategies for driving evidence use, building on insights gained from leading USAID's Agency Learning and Evidence Month and the enterprise-wide learning agenda.

**Biography:** Shilpa Clift is a global development leader with 16 years of experience planning and executing strategy, directing monitoring, evaluation, and learning (MEL) efforts, and driving a culture of learning and data-based decision-making to maximize social impact. Shilpa previously led the Evidence Building and Use Practice at the United States Agency for International Development (USAID), where she spearheaded the development of USAID's first enterprise-wide Learning Agenda and led strategic MEL efforts for priority initiatives valued at over \$1 billion. Prior to joining the federal government, Shilpa conducted evaluations, systematic reviews, and gap maps for a wide range of bilateral and multilateral organizations. She started her career conducting research on social and behavior change programs to advance global health and nutrition, and has since worked across a range of technical sectors including conflict prevention and stabilization, countering authoritarianism, and resilience. Shilpa holds an MA in International Development Studies from the Elliott School of International Affairs at The George Washington University and a BA in Public Policy from Duke University.

### ***Local AI in Action: Evaluating Global Examples of Indigenous and Low-Resource Language LLMs***

**Elizabeth McLean**

**Summary/abstract:** Egune AI in Mongolia, Lelapa AI in South Africa, and AingA.I. Indigenous Languages Labs in Canada are pioneering efforts in developing language models that prioritize cultural and linguistic sovereignty. Egune AI is creating large language models (LLMs) specifically for the Mongolian language and culture, scaling models from 5 billion to 70 billion parameters, and leveraging diverse data sources to safeguard local history and identity. Lelapa AI is building an African languages-based LLM by collaborating with linguists and local communities to gather and annotate data, ensuring the authenticity and representativeness of the linguistic data. AingA.I. focuses on Indigenous data sovereignty by developing an interpretation and translation app for Inuktitut, ensuring that Indigenous communities retain control and copyright over their data. These initiatives address the challenges of data scarcity, cultural relevance, and data sovereignty, offering concrete solutions to support indigenous knowledge systems and safeguard cultural identity in a digital world. They demonstrate that "smaller" LLMs are not just theoretical concepts but are actively being built and deployed globally, offering concrete solutions to the profound challenges of data scarcity, cultural relevance, economic disparities, and data sovereignty in low-resource and indigenous language contexts. They embody the practical effort to build AI that truly supports indigenous knowledge systems.

**Biography:** Elizabeth (Liz) McLean is an experienced knowledge and information manager with a current focus on Humans first KM+AI roles and roadmaps. Knowsaic, her Washington DC region consultancy, has provided KM, IM, and IA services to federal clients, international development agencies, implementing partners, and arts organizations. Liz currently serves as a KM Practitioner Mentor with the KM Peer Mentoring Program (KMPPM). Learning over the last 18 months includes

knowledge engineering, ontologies, and AI's implications for organizational strategies. She is currently digging into the essential roles that KM professionals need to play in shaping HITL + AI using traditional KM approaches. She evaluates and assesses LLMs for usability and quality of information architecture. APQC [recently featured her work](#) on the role of concept mapping as a first step on the AI enabling roadmap, which demonstrates that KMers who may not be AI experts, are able to shape and embed an organization's learning and innovating path toward AI readiness.

### ***Measuring and Practicing Conversation for Impact in an AI World***

**Presenter: Katrina Pugh, PhD.**

**Summary/abstract:** At its best, conversation is a choice—a courageous willingness to engage with others, even with those who challenge our views. The goal is not just information exchange, but to create something together—new knowledge, more effective relationships, or a greater commitment to act. Yet, as a society, we are un-learning conversation through our digital communications, retreat to AI, and political and social tribalism. The Conversation for Sustainability research sought to address this. We trained an LLM on 1000+ dialogue acts (moves) from 11 conversations (from social media, town halls, meetings, and projects). The moves were tagged for the five discussion disciplines (Integrity, Integrity-Q, Courtesy, Inclusion and Translation). Then, we used the trained LLM to label 21,000 “virgin” utterances (600 conversations) for the discussion disciplines and their outcomes (relationship-building, intent-to-act, and options-generation). We regressed the conversation-level outcomes on the conversation profiles. We found that a 10 percentage point increase in the share of Inclusion (acknowledgement) moves corresponded with a 45% increase in the likelihood of intent-to-act in the conversations. Increasing courtesy by 10 percentage points increase intent-to-act by 35%. In other words, corroborating psychology and community-action sustainability research, we concluded that groups where people are acknowledged or respected are more likely to move to action. KM'ers can activate generative and integrative conversation.

**Biography:** Katrina (Kate) Pugh, Ph.D., works, researches and lectures at the intersection of collaboration and business strategy. She is a Weaving Futures Partner and is president of AlignConsulting. Since 2011, Kate has taught at Columbia University's Information and Knowledge Strategy's M.S. Program, and was its former Academic Director. She is also an adjunct faculty member at Tufts University Gordon School of Engineering Management. She has taught and consulted in manufacturing, financial services, high tech, life sciences, environment, and global health. She held leadership positions at consulting firms Monitor, OliverWyman, EY, and PwC, and at Fidelity, JPMorgan, and Intel.. Key clients include Medtronic, Oceanic Global, Pfizer, PwC, Australia DFAT, The Task Force for Global Health, United Nations, The World Bank, and WWF. She is fluent in French. Her research, “Designing Effective Knowledge Networks” (MIT Sloan Management Review,.) and her book *Sharing Hidden Know How* (Wiley) are widely cited. Kate earned an MS and MBA from MIT, a PhD in Ecology and Environmental Science from University of Maine, and a BA in Economics from Williams College.

### ***Designing KM Strategies in Organizations: From Projects to Framework***

**Beto do Valle**

**Summary/abstract:** Many organizations struggle to define strategic guidelines for knowledge management, particularly those with limited experience in the field. Literature on the subject is often generic and provides limited guidance for driving relevant discussions in organizational contexts. As practitioners leading KM projects across diverse sectors, my team and I have explored both open, emergent approaches and structured, framework-oriented methods for designing KM strategies. Through these projects, we identified five key aspects (dimensions) that proved determinant for defining effective KM strategic drivers, forming the foundation of a practical framework to guide discussions, ensuring focus while revealing areas that might otherwise remain overlooked. Drawing on empirical analysis of dozens of real-life projects, we derived lessons from both successes and limitations. This experience provides insights to help bridge the research–practice gap and support organizations in shaping more effective KM strategies under real-world aspirations and constraints.

**Biography:** Founder of Impakt Consulting, Brazil. Practitioner in knowledge management, corporate education, and innovation management since 2001, with experience in both executive and consulting roles. He has led or participated in more than 80 projects, designing and implementing KM strategies, models, and capabilities for over 60 companies and organizations in Brazil, Colombia, Canada, China, and Paraguay. He has been a keynote speaker or panelist at KM congresses and symposiums since 2011, such as KM Brazil Congresses and KMGN Talks. He also serves as a knowledge management professor in MBAs at business schools, and in KM certification at SBGC – the Brazilian Society for Knowledge Management. He holds a Bachelor’s degree in Communication and Marketing (Fundação Cásper Líbero, São Paulo, Brazil) and an MBA (FGV, Santa Catarina, Brazil), with executive education in Knowledge Management (FGV, São Paulo), Strategic People Management (FDC and INSEAD, Brazil and France), Network Science (Coppead/UFRJ, Brazil), and Evaluation of Results and Impacts of R&D and Innovation (Unicamp, Brazil).

### *7trinity – Taking Theory to Practice*

**Brett Patron**

**Summary/abstract:** In a knowledge-driven society, the quest to “share” knowledge is ongoing. We are all familiar with the ‘trinity’ of KM – People, Process, and Tools (or Technology), the key mechanism for this sharing. Yet, when one brings up the term “knowledge management”, eyes roll, and people get lost in pointless debates on who manages what. What “sells” KM is tangible results. Peter Senge is quoted as saying, “Knowledge is the capacity for effective action. There is no (such) capacity in a database.” So, what are the “jobs to be done” to connect this trinity with outcomes to be achieved? The “7trinity” framework looks at 7 “jobs” that are done to connect people with people, using tools and technology, and following mapped processes, in order to achieve objectives and make sound decisions as the speed of the challenge. In sum, these jobs are to “understand”, “collaborate”, “find”, “visualize”, “integrate”, “decide” and “improve.” This presentation unlocks each of these jobs and how they can be applied to a process or function individually or collectively. It will show a way to convey the language of KM without saying “KM” or getting hung up on theory. It also opens up channels for incorporating the talents of HR, Change Managers, Lean 6 Sigma Practitioners, IT Professionals and other niche capabilities that support each of these jobs.

**Biography:** With more than 12 years in the KM field, Brett Patron is a Knowledge Management Strategist and consultant with KNOCO USA. He has championed KM efforts for major US Army Headquarters and as a deployable KM Specialist with Joint Enabling Capabilities Command (JECC), based in Norfolk, Virginia. With JECC he deployed on over 30 missions globally. These missions took him to major military headquarters across the globe, austere locations like Afghanistan and Kuwait, and in support of federal civilian departments in the National Capital Region. Mr Patron presented KM topics to the Joint Advanced Warfighting School (2025), KM World (2021) and the ISKO Singapore (2021). He is also a KM contributor to the Association for Talent Development’s “Knowledge Sharing and Knowledge Management: Keys to a Culture of Learning” publication (2020). He is a Certified Knowledge Manager (CKM) via KMI, as well as a graduate of the NATO Information and Knowledge Management Course. He earned a Masters of Science graduate from Columbia University of the City of New York, earning a degree in Information and Knowledge Strategy (IKNS). Mr Patron is married, and makes his home in Yorktown, Virginia.

## *Wednesday 15 October, Session E2*

### *Keynote Presentation*

#### *Research-informed practice and practice-informed research*

**Dr Arthur Shelley**

**Summary:** So why don’t academics and practitioners effectively interact to generate mutual value? The opportunities for synergies are vast, yet they are not often realised. We will explore some of the barriers to this complex challenge and discuss some actions to address these. Two key foundational

challenges are weak connections between theorists and practitioners, and an understanding of why these links are important to the wider knowledge profession. Primary causes of these disconnects are that academics don't read practitioner literature, practitioners don't read academic literature, and there are limited relationships between these groups. Each "side" does not see the potential synergies as lost opportunities. This is amplified by them talking "different languages", valuing different outcomes and valuing different approaches. Parties on each side of the Academic-Practitioner gap may believe this is being unfairly critical. This discussion will highlight opportunities to reverse these issues and generate interactions and meaningful dialogue, rather than attribute blame. There are significant opportunities to bring these parties together to stimulate ideas, drive innovations, and generate collaborative growth once they start to see and value each other's perspectives. Connections can be made from practitioners' observations through experiences to test or extend theoretical models. Equally, theories and models can be used by practitioners to develop ideas and influence design. We make better progress when diverse parties simplify language to align conversations and optimise collaboration. We then constructively engage in critical argument to leverage differences and spark innovation.

**Biography:** Dr Shelley commenced his scientific career as an industry practitioner interested in research to understand how and why things work better. Early in his career, he did a Master of Science (by research) in parallel with working on research projects in the food industry. His interests in continuous improvement led to knowledge management in the mid-1990s, and ultimately to his role as the Global Knowledge Director for an international company. In 2007, he re-entered an academic career in parallel with his own strategic knowledge consulting business. He received an Australian Office of Learning and Teaching Award in 2014 for his project-based knowledge management course in the executive MBA at RMIT University, Melbourne. His 40 years of experience cover international corporate, government, and tertiary education sectors across 12 countries. He has been an active contributor to RealKM Magazine, AusKM, SIKM Leaders, KMGN, KM4Dev and led the Melbourne KM Leadership Forum for over a decade. Arthur is internationally recognised as a knowledge thought leader, in lists compiled by SIKM Leaders and GO-TKM. He is the sole author of four books (and coauthor/contributor- to many more), author of many peer-reviewed research articles, a small business founder, a regular international conference speaker, a Non-Executive Board director, and PhD Supervisor for candidates in three countries.



***From data collection to shared learning: MEL systems that bridge research and practice***  
**Pier Andrea Pirani and Simon Hearn**

**Summary/abstract:** Monitoring, evaluation, and learning (MEL) platforms are often treated mainly as reporting tools built to meet funder requirements, rather than to enable shared learning. Many all-in-one systems look attractive but can be costly, complex, and too rigid to suit the varied needs of different programmes and stakeholders. In practice, every programme is unique, and systems must be adapted to context - especially those addressing systems change in fields like global education, climate adaptation, or agricultural innovation, which require outcome-focused, actor-centred, and complexity-aware approaches. The AQUADAPT project demonstrates how a bespoke, lightweight MEL platform can serve both research and practice by combining Google Forms, Sheets, and Apps Script with automated processes such as unique IDs, edit links, notifications, and data normalization. This approach builds on and refines work developed for the IDRC KIX initiative, showing how tailored systems evolve across programmes. At a more advanced stage, the KIX program is demonstrating how an online data management system, collecting output and outcome data, supports participatory sensemaking processes at the project and program levels. In parallel, the CLARE programme uses ODK, an open-source, self-hostable solution that underscores flexibility and sustainability.

**Biography Pier Andrea Pirani:** Pier Andrea Pirani is a knowledge sharing and online collaboration specialist. He leads projects and supports activities of the Dgroups Foundation and is a member of the KM4Dev core group. With more than 20 years' experience, he supports international organisations, research programs, and NGOs in areas ranging from climate change to agriculture and education. His work spans community facilitation, digital project management, and the design of platforms that

connect people and knowledge. Recent collaborations at Dgroups include projects with IDRC, CGIAR, and other global initiatives.

**Biography Simon Hearn:** Simon Hearn is an independent consultant specialising in the design of learning-oriented monitoring and evaluation of complex systems change particularly with the use of Outcome Mapping and Outcome Harvesting. He supports programmes to understand results of research impact, policy influence, advocacy and organisational learning and strengthening. He particularly enjoys combining his professional facilitation skills, graphic design and IT experience to develop online and face to face learning and sensemaking processes and systems.

### ***From Knowledge Gaps to AI Roadmaps: Enhancing Knowledge Utilisation with AI-Enabled KM Strategy***

**Navid Nezafati**

**Summary/abstract:** Recent research and bibliometric studies show that knowledge sharing remains the most prioritised focus in KM scholarship, with significant emphasis also placed on knowledge creation, particularly in AI-enabled contexts (Asrar-ul-Haq and Anwar, 2016; Muktar et al., 2023; Omar and Nosheen, 2025). However, knowledge utilisation—the effective application of knowledge to decision-making and practice—has received comparatively less attention (Nakash and Bolisani, 2023; Santos and Noble, 2023). An initial survey in the John Holland NWPA program confirmed this gap: the main challenge was neither creating nor sharing knowledge, but utilising it effectively. In response, we developed a practical, stepwise method combining AI tools (agents) with a KM/Risk framework. We began with structured knowledge gap analyses across 10+ business units, identifying key risks in critical knowledge areas. Using AI-powered diagnostics and tailored decision support agents, we provided managers with customised KM interventions focused on utilisation. The impact has been substantial: measurable improvements in knowledge reuse, accelerated access to critical information, and increased adoption of targeted KM solutions. By developing joint customised solutions with each business unit and focusing AI tools on key knowledge areas, we bridged the theory-practice gap and created an integrated AI-KM roadmap designed to make knowledge work for the organisation.

**Biography:** Navid is Knowledge & Innovation Lead at John Holland – North Western Program Alliance (NWPA) in Melbourne. He has over 15 years' experience in knowledge management, innovation, and AI-driven transformation across infrastructure, consulting, and academia. At NWPA he has led the integration of human-centred AI into KM, developing practical AI agents for knowledge utilisation, lessons learned, and onboarding. He also founded MTA, a knowledge management consultancy and software provider that grew to 30+ staff and delivered over 100 KM projects. Navid holds a PhD in Industrial Engineering (Knowledge Management) and has taught operations and digital transformation at universities in Australia and the UK.

### ***AI-Powered Knowledge Ecosystems: Bridging the Research-Practice Gap Through Intelligent Knowledge Management in Global Sustainability Networks – the GGKP Experience***

**Gianguglielmo Calvi**

**Summary/abstract:** Sustainability practitioners struggle accessing fragmented knowledge—research papers trapped in academic silos, webinar recordings unused, case studies scattered across platforms, expert networks isolated. Valuable knowledge exists yet too often remains inaccessible. GGKP addressed this by developing a comprehensive semantic taxonomy (taxonomy.ggkp.org) standardizing how digital knowledge products are classified and interconnected. This foundation enables GGKP's AI Knowledge Management API (docs.api.ggkp.org) to intelligently process relationships between research papers, webinars, case studies, forum discussions, and expert insights, automatically transforming them into context-specific guidance. This unified system powers global platforms including GEF Islands' Learn section and wastepolicysupport.org, each accessing the same intelligent transformation pipeline. When practitioners search mercury management solutions, the API leverages semantic taxonomy to synthesize relevant research, expert testimonials, case studies, and forum

discussions into coherent, actionable recommendations tailored to specific contexts. The breakthrough combines semantic organization with AI processing, treating diverse digital knowledge as taxonomically interconnected resources rather than isolated documents, enabling comprehensive evidence-based guidance that bridges the research-practice divide across GGKP's global sustainability network.

**Biography:** I serve as Senior Knowledge Management Systems Expert at the Green Growth Knowledge Partnership (GGKP) and GEF ISLANDS Programme, leading AI integration into knowledge management workflows for global sustainability practitioners. My experience spans the Italian National Research Council, International Labour Organization, UN Geneva, and WHO Europe. I am founder of Heuristica Sàrl and co-founder of EnQu Ideation, both focused on AI-powered knowledge solutions. I hold a Master's in Computer Science with AI specialization from the University of Pisa and a Certificate of Advanced Studies in Knowledge Management from Switzerland's IKF Institute. I have co-authored twenty+ scientific publications in Cognitive Science and Artificial Intelligence and serve as a board member of the Swiss Knowledge Management Forum, working to bridge the gap between academic research and practical implementation through AI-powered systems.

### ***Adding real practical value to Programme and Projects Management with Lessons Learned*** **Hank Malik**

**Summary/abstract:** Adding real practical value to Programme and Projects Management with Lessons Learned and LfE > KM Practitioner. With my 20 years plus experience in KM, I will cover probably the most successful KM stream I have been involved with, namely the implementation of a strategic Lessons Learned and Learning from Experience ( LfE) into major Capital Programmes and Projects with a case study from the Oil and Gas sector. Presentation will cover: (1) The presentation will consider firstly briefly the research / theoretical approach to Lessons Learned. (2) The need for an integrated KM Framework with key quotes and defined thinking on Learning. (3) Consideration on the current themes and trends around supporting Psychological Safety. (4) The Case Study > Lessons Learned Knowledge and Knowledge Base, Oil and Gas Co., Middle East. (5) The key success factors. (6) Value Achieved > Real business benefits delivered. (7) The new role of AI , Technology to support. (8) Final Takeaways.

**Biography:** I am an experienced KM Lead, Specialist, Practitioner, Author and Speaker with over twenty years in the fields of Knowledge, Information, and Change Management , Learning and supported with Digital Transformation. I have expertise delivering solutions with a blend of people, process, content, learning and technology, in the Middle East, Europe, US, and Asia specialising in the energy sector (oil, gas renewables and nuclear). My areas of focus includes Collaboration & Communities, Lessons Learned and Knowledge Transfer processes, Strategy and Operations, and Benefits realisation. I have co-written a number of KM books and articles and led the successful submission for the Most Innovative Knowledge Enterprise (MIKE) Award for PDO, Oman winning both the MENA region and Global awards. I am an accredited Chartered Knowledge Manager (CILIP), a Master Certified Knowledge Manager (MCKM), a Certified Knowledge Manager (CKM) and a Certified Knowledge Environmental Engineer (CKEE). I am a global MIKE Awards Assessor , CILIP KM Steering Group member in the UK and KM contributor to International Atomic Energy Agency.

### ***The link between culture and KM solutions: is culture the weakest link?*** **Deonie DF Botha**

**Summary/abstract:** The paper focus on cultural differences between individuals in organisations and specifically how these differences impacts on the effective adoption and use of a specific KM approach. The KM strategies of multinational companies usually include a variety of KM approaches. KM practitioners assume that these KM approaches will be adopted and effectively used without considering the cultural differences between individuals in multinationals. The paper will focus on a

mapping between cultural differences (as provided by Dr Erin Meyer in The Culture Map) and a selection of KM approaches. The aim is to answer the following questions: Which KM approach is most suited to a specific cultural setting in a multinational organisation. Or do KM practitioners apply KM approaches without giving any thought to the various cultural differences in teams in multinational organisations.

### ***Undocumented knowledges and skills that drive African food systems***

**Charles Dhewa**

**Summary/abstract:** Many African policy makers have not invested in understanding knowledges and skills comprising traits, talents and passion possessed by the majority of ordinary people who depend on agriculture and food systems. A lot of these knowledges and skills exist but have not been documented into best practices. While there is no shortage of documented information and knowledge on how to produce exotic crops and livestock, the same cannot be said for indigenous food systems. Mapping and documenting existing knowledges and skills is critical in unlocking value from abundant natural resources that anchor African agriculture and food systems. In the absence of documented knowledge on how food moves from producers to diverse consumers, decision makers, investors and development agencies are not able to identify knowledges and skills that drive mass food markets that handle more than 70 percent of food. Without documentation, it is difficult to have sustainable pathways for developing human skills, knowledges and information that effectively support agriculture and food systems. Based on his experience working with African farming communities and mass food markets, the author of this paper has developed a Knowledge Management-driven methodology for identifying, mapping and capturing undocumented knowledges and skills that drive African agriculture and food systems. Key pillars of the methodology will be presented at the KM Triversary Forum.

**Biography:** Charles Dhewa is a proactive Knowledge Management specialist, evaluator and thought leader on African food systems, mass markets, rural development and indigenous knowledge systems. Working at the intersection of formal and informal agricultural markets across Africa, his organization, Knowledge Transfer Africa also known as eMKambo ([www.knowledgetransafrica.com](http://www.knowledgetransafrica.com) / [www.emkambo.co.zw](http://www.emkambo.co.zw)) gathers trends around food systems to ensure agricultural value chains are driven by knowledge, technology and innovation. He is always clarifying opportunities and influencing policy through his thought leadership blog <https://emkambo.wordpress.com> as well as Ted Talks like this one <https://www.youtube.com/watch?v=zVMCfCMFJOo>. At international level, Charles is a Core Group member of the Knowledge Management for Development D-Group ([www.km4dev.org](http://www.km4dev.org)) as well as a communication and evaluation consultant under the IDRC-supported initiative known as Designing Evaluation & Communication for Impact (DECI) <https://evaluationandcommunicationinpractice.net/>. He also belongs to several professional regional and international associations.

### ***Enhancing Research Relevance for Practitioners – South African Case Study***

**Lillian Sibongile Santi**

**Summary/abstract:** The presentation report will synthesizes critical lessons derived from a qualitative case study focusing on a local government capacity-building Programme in South Africa. The investigation specifically examined the pivotal role of Information Technology (IT) in enabling Knowledge Management (KM) processes. The central aim of this synthesis is to articulate how researchers can significantly enhance the practical relevance of their work for practitioners. A primary finding indicates that achieving relevance necessitates a profound contextual understanding of the practitioner's operational ecosystem. Furthermore, it demands the design of solutions that are not only actionable but also adaptable, optimizing existing resources rather than solely proposing novel ones. Effective research must also proactively navigate implementation barriers through robust risk and change management frameworks. Finally, sustained relevance requires the continuous cultivation of collaborative relationships and the strengthening of internal organizational capabilities. The study underscores that truly impactful research effectively bridges the gap between strategic intent and

technological implementation, acknowledges complex operational realities, and translates theoretical contributions into tangible, sustained organizational impact.

**Biography:** Lillian Sanit is a strategic Knowledge Management (KM) professional with a proven track record of leveraging technology to drive informed decision-making and enhance research processes. With a Masters in Information Technology (Information Science) from the University of Pretoria, specializing in aligning KM initiatives with organizational goals and effectively communicating their value to leadership. In her role as Director of eResearch Knowledge Unit at HSRC, she leads the implementation of eResearch strategies, focusing on research infrastructure and digital capability while driving open access principles. Committed to fostering a learning culture and mentoring future KM leaders, she is passionate about the critical role of knowledge in South Africa's economy, particularly in the context of 4IR and AI.

### ***Bridging communities and content: Integrated KM for climate research collaboration***

**Pier Andrea Pirani and Hayley Price-Kelly**

**Summary/abstract:** International research programs rely on collaboration to connect people, content, and processes and deliver outcomes. Platforms to support these tasks are generally bought “off the shelf” or built in-house. This presentation demonstrates how existing applications can be combined to provide an integrated KM platform supporting research collaboration. Off-the-shelf platforms can be quick to deploy but often come with high costs, steep learning curves, and limited flexibility. In-house systems can be costly, depend on small pools of expertise, and risk becoming problematic legacy systems. Avoiding these choices, over the past two years the Dgroups Foundation has worked with the Climate Adaptation and Resilience (CLARE) Programme to build a bespoke online KM platform that integrates and tailors various off-the-shelf applications, with interfaces serving different user needs and following the Principles for Digital Development. The result is a modular system with four components: 1) a public WordPress website with news and updates plus bridges to the IDRC open access DSpace repository to publish research output information; 2) ‘internal’ communication/collaboration spaces built around Groups.io email communities; 3) an ODK-based M&E centre for data entry, review and use; and 4) an internal WordPress website, ‘CLARE Base’, which provides a user-friendly, consolidated entry point to activities, members, key resources, and M&E data across groups.

**Biography Pier Andrea Pirani:** Pier Andrea Pirani is a knowledge sharing and online collaboration specialist. He leads projects and supports activities of the Dgroups Foundation and is a member of the KM4Dev core group. With more than 20 years’ experience, he supports international organisations, research programs, and NGOs in areas ranging from climate change to agriculture and education. His work spans community facilitation, digital project management, and the design of platforms that connect people and knowledge. Recent collaborations at Dgroups include projects with IDRC, CGIAR, and other global initiatives.

**Biography Hayley Price-Kelly:** Hayley Price-Kelly is a Senior Program Officer with the CLimate Adaptation and RESilience (CLARE) programme. Her background spans climate change adaptation research programming, monitoring, evaluation, and learning (MEL), and a strong focus on supporting evidence uptake and use. Previously, she worked on IDRC’s MEL team; at the International Institute for Sustainable Development (IISD) as Program Manager of the National Adaptation Plan Global Network; and on CLARE’s predecessor programs at IDRC, including the Collaborative Adaptation Research Initiative in Africa and Asia (CARIAA).

### ***Co-creating strategies to enhance repeat blood donation among secondary school students: findings from a multi-stakeholder dialogue in Eastern Uganda***

**Suzanne Kiwanuka**

**Summary/abstract:** The demand for blood has not abated in many parts of the globe and yet efforts to increase the existing pool of blood donors remain wanting. In Uganda, the bulk of blood donated

comes from secondary school going students. Their first experience donating blood determines whether they not only become repeat blood donors but also champions for recruiting their peers. Because the majority of new blood donors never provide a second donation enhanced retention of first-time donors could significantly reduce current and pending threats to the blood supply. Method: We conducted a stakeholder engagement to co-create strategies for enhancing blood donation among first time donors. Results: On the donor side awareness creation to promote altruism, address negative mis information around blood donation and improve nutrition awareness were critical. At school level blood donation champions and health clubs and at community level- sensitization via community radios, CHWs are important. For the Blood collection campaigns should be improved in terms of timing, duration, location and mobilization and safety. Conclusion: Secondary school blood donors are willing to continue donating blood and to mobilize others if the blood donation campaign is convenient to their schedule and perceived to be safe. Even where policies exist, co-creating blood donation practices in these settings builds trust, enhances outputs and fosters efficiency.

**Biography:** I am an Associate Professor of health systems and knowledge management specialist with more than 18 years experience in health systems strengthening and evidence based policy making through strengthening of implementation research and production appropriate evidence products including policy briefs, newspaper articles and position papers.. I have led the development and participated in the updating of curricula and content for three programs (MPH, M&E and Master of Health Economics). I have also participated in the development of short course curricula and content including Health systems Research, Knowledge Translation and Leadership and management. I have also led a team evaluating laboratory systems preparedness in Uganda (114 laboratories) and co-led a project aimed at saving lives of mothers and new-borns through community empowerment and health systems strengthening in three districts in Uganda. I have led the country team for the COVID 19 assessment across 4 African countries generating more than 10 publications from this work and is currently assessing priority setting for essential services delivery and inclusion during the COVID 19 pandemic.

***Bridging the KM Research-Practice Gap: A Framework for Managing Knowledge Assets***  
**Dr Dobrica Savic**

**Summary/abstract:** This presentation addresses the gap between knowledge management (KM) research and practice by introducing a four-dimensional framework that views knowledge as a dynamic system. The framework encompasses four types of assets: human (tacit), artifact (explicit), process (embedded), and collective (social). While academic research often emphasizes conceptual distinctions—like tacit versus explicit knowledge—practitioners frequently face challenges when translating these models into effective KM solutions that deliver tangible results. The proposed framework aims to bridge this gap by offering both a common language and a practical checklist for each type of knowledge asset. Drawing from real-world case studies—such as Moorfields Eye Hospital & DeepMind (e.g., knowledge capture, accessibility, learning) and Xerox Eureka system (e.g., knowledge sharing)—the presentation illustrates how aligning all four asset types can drive KM success. By re-framing knowledge as interconnected assets rather than isolated components, this presentation offers both researchers and practitioners ways to transform theory into measurable impact, closing the gap through collaboration, measurement, and holistic design.

**Biography:** Dobrica (Dobie) Savić is an experienced manager and consultant specializing in knowledge and information management, grey literature, and the application of artificial intelligence. He is also a renowned communicator, known internationally as a conference speaker, lecturer, moderator, and author. With a career spanning over 35 years, primarily within the United Nations system across three continents, Dobie has developed a deep expertise in managing information and fostering innovation on a global scale. His academic credentials, including a Doctorate (Middlesex University), an MPhil in Library and Information Science (Loughborough University), and an MA in International Relations (University of Belgrade), underscore his commitment to continuous learning. Dobie has authored 16 books and published over 100 professional articles. As a sought-after thought leader, he has presented his insights at more than 60 international conferences. Beyond his

professional work, he produces educational YouTube content focused on the history of the First World War. He is guided by the principle: “*Strange how much you’ve got to know before you know how little you know.*”

### ***Relationship between Learning Culture, Work Engagement, and Organizational Commitment in Healthcare Professionals: A Case Study***

**Cristina Fresno González**

**Summary/abstract:** This research explores how a learning-oriented organizational culture influences work engagement and organizational commitment among healthcare professionals in a public health institution. The study responds to post-pandemic challenges such as burnout, talent retention, and organizational sustainability. Using a sequential explanatory mixed-methods design, the research combines quantitative data from validated instruments (DLOQ-A, UWES-9, ACS) with qualitative interviews. The case study is conducted at Hospital del Mar in Barcelona with a staff of approximately 5,000 professionals. Preliminary hypotheses suggest that learning culture positively affects work engagement (as an indicator of psychosocial well-being), which in turn predicts affective commitment to the organization (as an indicator of emotional attachment to the organization). The study aims to generate and validate an explanatory model and propose viable strategies to improve professional well-being and retention of professionals through a new learning culture. The results are expected to serve as a basis for organizational development and contribute to the strategic people management model of Hospital del Mar.

**Biography:** I am a psychologist with extensive experience in clinical psychology. Over time, I shifted my focus toward the emotional well-being of healthcare professionals, participating in research on burnout syndrome among medical residents. Motivated by a desire to explore more positive aspects of psychology, I trained in coaching and completed a master’s degree in Human Resource Management. This marked a turning point in my career, leading me to focus on talent development and organizational learning. I became involved in professional development projects within my healthcare institution, which eventually led to the creation of a knowledge management initiative aimed at fostering a strong learning culture. Currently, I serve as Head of the Learning and Knowledge Management Area at Hospital del Mar, where I lead strategic projects that promote continuous learning, collaboration, and professional empowerment. My doctoral research connects organizational learning and knowledge management with occupational health psychology, aiming to support the healthy development of both professionals and institutions.

### ***Reviving the KS Toolkit: A Community-Led Platform Bridging KM Theory and Practice***

**Davide Piga**

**Summary:** The Knowledge Sharing (KS) Toolkit is a global, community-owned repository of knowledge sharing methods and tools. Relaunched in 2025 through an open contest and participatory editorial process, it now integrates features that actively bridge the gap between KM theory and practice. A key innovation is the use of AI—specifically the Reflection Partner GPT—which guides contributors in capturing detailed case stories of how methods are applied in real-life contexts. This allows tacit practitioner knowledge to be systematically documented and shared. Unlike many toolkits, the KS Toolkit is co-curated by a community of professionals in international development, ensuring that its content reflects field realities. This presentation will explore the rationale behind the redesign, the contest as a method of collective intelligence, and the unique potential of AI to enable practitioner-driven, context-rich knowledge. It offers a replicable model for creating living knowledge commons that turn methods into actionable, adaptive practice.

**Biography:** Davide Piga is a knowledge, learning and innovation leader with 15+ years of experience designing and delivering KM strategies and communities of practice (CoPs) across the UN, World Bank Group, and global NGOs. I design and operationalize KM systems that drive learning, foresight, and performance. Whether revitalizing dormant CoPs, embedding AI in KM workflows, or institutionalizing KM governance frameworks, I blend strategic vision with hands-on delivery to turn

knowledge into impact—across regions, institutions, and sectors. Proven track record managing systems that foster peer exchange and operational insight—including UNDP’s largest CoP (4,000+ members across 170+ country offices) and 350+ CoPs at the World Bank. Passionate about collective intelligence, participatory systems, and the transformative role of knowledge in development. Currently exploring senior managerial roles where I can lead system-wide KM strategies, build innovation ecosystems, and strengthen cross-sectoral collaboration.

## **Solutions and resolutions workshop E**

### ***Ontological Reflection technique, for Sessions E1 and E2***

**Stuart French, Knowledge Strategy Consultant**

**Facilitation approach:** I will be using an ontological reflection technique from the KM Landscape project. The goal is to help participants make sense of the 'three eyes' insights in a graphical and connected way impossible from just looking at lists or considering concepts one at a time. Using a simple web app that runs equally well on desktop or mobile in a low-bandwidth and inclusive way that works even on slow connections. Participants will review pairs of ideas, issues, and information generated during the Forum. Through this process they will collectively create connections that I will record live. By the end of the session I will use these inputs to build a sharable knowledge graph in Polinode, showing how the community's insights connect beneath the surface. This graph will help make visible the relationships between concepts that are often hidden when experienced as individual points. It also draws on the wisdom of crowds to reveal both reinforcing and conflicting patterns across the data. By relying on many small distributed inputs rather than group discussion alone, we reduce personal bias while generating a clear picture of the collective sense-making that can spark rich follow-up conversations.

**Facilitator resume:** I previously chaired the AFAC Knowledge Innovation & Research Utilisation Network and have facilitated three successful significant knowledge workshops in the past year, including two at Knowledge Summit Dublin and one for the Australian Department of Defence.

**Biography:** With a broad background in the Oil, Water, Healthcare and Government, Stuart French is a Melbourne based Knowledge Strategy consultant and author of the [www.DeltaKnowledge.net](http://www.DeltaKnowledge.net) blog. He combines 23 years of KM experience with a Masters of Knowledge Management (KM) to help companies with expertise identification & management, collaboration, teamwork and knowledge systems to improve their performance and resilience to change. Research on wikis and knowledge cultures led to a fascination with complexity theory, mentoring and using AI to create experts rather than replace them. He helps facilitate the KM Leaders Forum in Melbourne, which has been meeting monthly since 1998 and speaks at conferences and training events around the world on knowledge, expertise and innovation.



## ***Wednesday 15 October, Session W2***

### ***The Dance of Mapping and Facilitation: Field Building at a Global Ag Conference***

**Aldo de Moor & Nancy White**

**Summary/abstract:** How to transform a traditional conference into a living laboratory for interdisciplinary field building? We share the innovative “Dance of Mapping and Facilitation” approach pioneered at the 2017 INGENAES Global Symposium in Lusaka, Zambia—a USAID-funded initiative bridging gender, nutrition, and agricultural extension domains. We demonstrate how the CommunitySensor methodology for participatory community network mapping—grounded in community informatics research—was seamlessly woven with structured facilitation techniques from Liberating Structures to create a dynamic sensemaking process. Our three-stage approach began by online mapping participant signature projects prior to the conference, then transformed conference attendees into active “hunters and gatherers of wisdoms and actions” who harvested practical insights

and developed action seed proposals—all mapped live as additional layers onto the collaborative network visualization. The outcome was a collection of action seed proposals representing the bridge between abstract conference knowledge and real-world practice. This case shows how knowledge management can move beyond repository thinking to become a catalyst for active field building, offering practical insights for KM practitioners seeking to design interventions that genuinely bridge the research-practice gap. As a USAID-funded initiative, this work remains as a “living legacy” that could be activated when organizational capacity and political priorities allow.

**Biography Aldo de Moor:** Aldo de Moor is founder of CommunitySense, specializing in Community Informatics with 25+ years bridging academic research and practical consultancy. His work focuses on participatory collaboration ecosystems mapping and collaborative sensemaking to strengthen partnerships across complex fields. Connected to international networks of researchers and practitioners, Aldo employs the CommunitySensor methodology to help organizations navigate wicked problems by identifying collaborative common ground and feasible action pathways.

**Biography Nancy White:** Nancy White is a long time KM4Dev community member, retired consultant and author. She still believes that human connection is a keystone to development efforts. She is also a chocoholic.

***The next challenge for KM: “DICK” Management!***  
**Krishan Bheenick**

**Summary/abstract:** Fifteen years ago, when we were discussing the concept of Information Management in the agricultural sector, we noted the linkages between Data, Information, Communication and Knowledge, but we were too shy to use the acronym and instead use the term Agricultural ICKM (which we pronounced as ice cream). However, today, with the advances in data management and interconnectivity, we realise that KM has to be able to deal with the entire continuum of Data, Information, Communication and Knowledge Management and we cannot escape this acronym. But these advances in technology and the pervasiveness of online communication technologies in society has also brought about a new dilemma for Knowledge Management practitioners: that of safeguarding our sense-making approach from “Delusional, Ill-Intentioned, Counter-Productive Klout”. This presentation tries to address the balance that is required in KM to support innovation within society by embracing the opportunities of KM being grounded in data, information and knowledge on one hand, and on the other hand the development of safeguards to preserve the value-adding nature of knowledge management in the context of counter-production use of data, information, communication and knowledge in society, such as the UN Universal DPI safeguards framework.

**Biography:** I am a ‘Systems Thinking’ practitioner with over 30 years work experience in agricultural and rural development, actively making interventions locally and regionally working with international organisations in the past 20 years, facilitating networks, online communities of practice and innovation platforms among multidisciplinary teams of policy, planning and technical champions in the areas of Agricultural Policy Development, Research, Extension and Farmer Organisations in Rural Development. In my career, I have taken on roles of a donor, programme coordinator, facilitator of dialogue across multiple countries, regions, and across stakeholder groups, such as policy makers, extension, farmer organisations and technical networks. I am a and a strong believer in the contribution of knowledge management and capacity development accompanied by nurtured engagement to agricultural and rural development through an ‘Agricultural Innovation Systems approach’. Since 2021, I have settled back in Mauritius where I continue to work with various organisations internationally, regionally and locally.

## ***The Namibia Knowledge Management Forum: An effort to consolidate the diffusion of knowledge management in the country***

**Professor Kingo Mchombu**

**Summary/abstract:** The Namibia Knowledge Management Forum is a discussion group on Knowledge Management set up to create awareness and drive adoption of Knowledge Management in the country and neighbouring SADC countries. The NKMF was established in 2022 to create a hub for the discussion of Knowledge Management in Namibia and the sub-region in general. Through the NKMF members hold both online discussions and face to face workshops focusing on Basics of Knowledge Management and some of the core aspects of KM. Often the discussions include members from neighbouring countries, such as Zambia, Botswana, Tanzania, Malawi, and Eswatini. The Hon President is the Chief Editor of a local Newspaper, New Era, while there has been active collaboration from Namibia Broadcasting Corporation and the locally based UN Agencies. We have run several workshops on the Basics of Knowledge Management and interests is growing rapidly both within Namibia and in neighbouring countries.

**Biography:** Professor Kingo Mchombu works at the International University of Management (IUM) as Advisor to the Chairman and Governing Council. His academic qualifications include a PhD and Masters degree in Information Sciences from the University of Loughborough, UK, and a BA degree in political science and literature from the University of Dar Es Salaam, Tanzania. Prof Mchombu has more than 20 years in academia, mainly in the area of information management, communication for development, knowledge management, and library and information science. He has worked closely with IDRC (Canada) Oxfam (Canada), and Book Aid International (BAI). He is the previous Hon. President at Book Aid International. He was also on the Board of the Namibia Institute of Democracy (NID) and is currently on the Board of the Network for Information and Digital Access (NIDA).

## ***The Intranet Hub: Learning from how organisations have been improving their internal platforms***

**Ana Neves**

**Summary/abstract:** Organisations invest heavily in intranets, collaboration tools, and knowledge-sharing platforms, yet many struggle with the same fundamental challenges. What if we could learn from the collective experience of hundreds of organisations worldwide? The Intranet Hub is a unique collaborative resource which captures and documents the evolution of internal digital platforms of organisations around the world. Through real-life screenshots and contextual information, this free resource captures what organisations have built, and how and why their platforms evolved over time. Each contribution is categorised to reveal patterns in intranet purpose, design and functionality. Built on principles of reciprocal knowledge sharing and cocreation, this growing resource offers unprecedented insights into the real-world implementation of internal platforms. This presentation will explore key patterns emerging from this global collection, demonstrating the value of leveraging collective learning to make more informed decisions in general, and the practical benefits of The Intranet Hub in particular.

**Biography:** Ana Neves is the founder and managing director of Knowman, applying 25+ years of experience to help organisations with knowledge management and collaboration. With a bachelor's degree in Computer Science, Ana leverages digital technologies to enable these goals. However, her real passion lies in social dynamics, designing strategies and initiatives that encourage desired human interactions and behaviors. Previously, Ana was a Knowledge Network Manager at NHS organisations within the British Department of Health, and Cultural Change Manager at a financial institution leading cultural transformation for 4000+ people. Ana is co-editor of two books on KM, has maintained the website KMOL since 2001, and hosts a podcast with the same name. She designed and organised the Social Now conference and now leads The Intranet Hub, a safe space for member organisations to share, view, and learn from each other's intranets.

## ***Building foundations for bridges: KM Landscape***

**Andrew Herd**

**Summary/abstract:** In creating the KM Landscape it was necessary to have a dialogue about the current KM ecosystem, the activities, the resources and people. To promote this idea, a visual concept was used – throwing a pebble in to a lake and seeing what the effect / response would be. This idea soon evolved as it was clear that other people (KMers) wanted to “throw their pebbles in to the water” as well – and then that enough pebbles might form a foundation upon which a bridge could be built to help connect the KM activities, resources and people. In this way the KM Landscape in its very early stages was meant to be a bridging activity to connect and bring better understanding of everything that is KM for those who spent their time (mostly or partially) within the KM ecosystem. Then with the initial population of the KM Landscape Terms Lists, and their structure of formal and informal definitions, terms and like terms, and then examples how these terms are deployed in the KM everyday practice – another type of bridge was created. The link between what is formal, theoretical and academic, and that which is informal (loose definitions, even mis-use of terms however with a clear intent). This presentation will seek to explore these bridges, and also then look at how the KM Landscape can create practical change through the identification and realisation of meaningful use cases for the Terms Lists for Topics and Applications.

**Biography:** Andrew Herd, KM Landscape Project Lead is leading (un)like-minded knowledge management practitioners, signing up from around the world to give their personal time, experience and energies to capture the Knowledge Management Landscape @ 2025. This cocreative project has led to the capturing of inclusive and diverse Lists of Terms for both KM Topics: People, Process, Technology, Content and Governance / Strategy – and also Knowledge Management Applications: Organisational , Developmental, Personal, Societal and Cognitive / Knowledge Science. He uses his 35 years of experience and insights from working in engineering domains and for the last decade as a Senior Engineer for Corporate Knowledge Management at a knowledge-rich international organisation to guide the group of cocreators as they walk, talk and work along the path of Terms List realisation. The KM Landscape project is now moving to Phase II, where use cases are identified and capabilities supported by the Terms Lists can then be realised.

## ***From research to practice and back again: the story of epistemic justice in development practice***

**Sarah Cummings**

**Summary/abstract:** Originally conceptualized by the philosopher, Miranda Fricker, epistemic injustice—unfair treatment of individuals and groups in knowledge-related and communicative practices—is increasingly being employed to delineate individual and collective injustice in healthcare, information sciences, education and sustainable development. Embedded in many other forms of social injustice and inequality, epistemic injustice is a particularly serious problem for sustainable development, undermining the global community’s ability to deal with ‘wicked’ problems. Building on the more conceptually developed, philosophical framework of epistemic injustice and recent research from other fields, this article develops a holistic action-oriented framework of epistemic justice, namely fair treatment in knowledge-related and communicative practices, for sustainable development and beyond. It also adds to the current framework of individual and collective injustice by including a range of new insights on structural and systemic epistemic injustice, such as linguistic injustice and epistemicide.

**Biography:** Sarah Cummings is a transdisciplinary researcher, KM practitioner and consultant working at the intersection of epistemic justice, decolonization of knowledge, and sustainable development with many KM4Dev colleagues, based at Wageningen University & Research, The Netherlands, but with her own consultancy, Knowledge Ecologist. She co-leads KM4Dev, where she has been an active member for nearly 25 years, and has contributed to the ‘Agenda Knowledge for Development’ and the Knowledge for Development Partnership. She is founder and Editor-in-Chief of KM4Dev’s diamond open access journal *Knowledge Management for Development Journal* which bridges research and practice, also celebrating its 20th birthday at this KM Triversary Forum.

## ***Information and Knowledge Management in Development. What are the Emergent Issues now?*** **Mike Powell**

**Summary/abstract:** The presentation will revisit the work of the IKM Emergent programme, explaining the knowledge context from which it emerged and what it tried to do under several of the headings – evidence, literacy, input from practice, transdisciplinarity, complexity, ICT and AI, Arts based approaches – outlined under sub-theme one of the programme, It will then reflect on how development and knowledge management landscapes have changed in the last decade and the extent to which the priorities of IKM Emergent are still relevant. It will seek to determine the key emergent issues today and outline new directions through which they might be addressed. The focus throughout will be on the dialectic interactions between knowledge, knowledge management, and research on one hand and on the many and varied forms of development practice on the other.

**Biography:** I have been working on the relations between Europe and the rest of the world and on the possibilities of international solidarity since the mid 1970s. Trained as a nurse, I worked in Brazil and various countries in Africa, concentrating on rural public health and emergency response, through most of the 80s. I then spent some years working on social and economic regeneration projects in depressed areas of the UK. From the early 90s onwards my two strands of work merged in an interest in the importance of good information flow and the potential and risks of emerging technologies to facilitate such exchange. I have been working on information and development since the early 1990s for a variety of NGOs, governments and UN agencies. Highlights have included publishing a book ‘Information Management for Development Organisations’ with Oxfam, co-ordinating the ‘Information Technology and Social Development Programme’ at UNRISD and, from 2007 to 2012, co-creating and co-directing the Dutch funded ‘Information and Knowledge Management Emergent Issues’ programme. I am a long term member of KM4Dev.

## ***Saving Evidence for KM Through Community*** **Nancy White**

**Summary:** As highlighted in the presentations earlier in the Forum by Shilpa Clift and Dr Winston J. Allen, USAID had been a leader in the use of research and other evidence. When USAID was abruptly shut down this year, people first turned to their networks and communities. One of those communities was KM4Dev, who quickly hosted an online event to tap the community for ideas about what to do with the impending knowledge loss. Together the community crowdsourced ideas and next steps. Not only were the ideas useful, but the full support from the community for USAID staff and partners brought an even deeper value. Join us as we tell the story of the role of community in the birth of the USAID Knowledge Rescue project.

**Biography:** Nancy White is a long time KM4Dev member, retired consultant and current Knowledge Rescue volunteer. Uber gramma and chocoholic.

## ***From Intuition to Instruction: Capturing the Unspoken Expertise of Skilled Workers through Visual Attention Interfaces*** **Patrick Fong**

**Summary/abstract:** In the skilled trades sector, tacit knowledge—the unspoken, experience-based know-how—is a cornerstone of expertise, safety, and efficiency. Yet, its implicit nature makes traditional training methods inadequate for rapid skill acquisition, contributing to a critical skills gap. This presentation unveils a novel approach to addressing this challenge by leveraging advanced human-computer interfaces (HCIs) to make this hidden expertise visible. Drawing on recent research, we demonstrate how hybrid systems combining eye-tracking and electroencephalography (EEG) can effectively capture the visual attention patterns and cognitive processes of expert construction workers during real-world tasks. By analyzing where experts focus their gaze and how their peripheral attention operates, we can decode the subtle cues that define their proficiency. This session will outline how these insights can be translated into powerful knowledge management (KM) practices,

including the development of visual-attention-based training modules, AI-powered decision-support tools, and digital mentorship programs. Join us to explore how these innovations can accelerate skill acquisition, enhance workforce adaptability, and foster a safer, more competent generation of skilled trades professionals.

**Biography:** Patrick Fong is a prominent researcher and educator specializing in knowledge management, innovation, and learning dynamics, with over three decades of distinguished experience across academia and industry. Currently an Associate Professor at Griffith University’s School of Engineering and Built Environment in Australia, he is recognized among Stanford University’s World’s Top 2% Scientists (career-long). Patrick previously served as Associate Director of the Knowledge Management and Innovation Research Centre (KMIRC) at The Hong Kong Polytechnic University, Vice President of the Hong Kong Knowledge Management Society (HKKMS), and a judge for the Most Admired Knowledge Enterprise (MAKE) Awards. Co-editor of the influential book “Management of Knowledge in Project Environments” (Elsevier, 2005), Patrick is renowned for pioneering the first Knowledge Management Performance Index (KMPI) for construction firms in Hong Kong, publishing groundbreaking studies on visualizing knowledge evolution in project-based industries, and advancing interdisciplinary approaches to knowledge transfer in engineering and built environments.

### **Solutions and resolutions workshop W**

#### ***Learning Circles method, for Sessions W1 and W2***

**Ruwaida Salem, Senior Program Officer, Johns Hopkins Center for Communication Programs**

**Facilitation approach:** I will facilitate a workshop using an adaptation of my team's proven Learning Circles method, a participatory, peer-to-peer learning approach that helps participants identify solutions to pressing challenges, making it perfectly suited for the forum's focus on contributing solutions to issues raised during presentations and discussions. Drawing on tested KM and behavioral science techniques like Appreciative Inquiry and commitment devices, Learning Circles is flexible and can be applied to any topic or interest. For this workshop, I propose homing in on one specific Learning Circles session, using Appreciative Inquiry, that engages participants in a collaborative journey to identify exceptional experiences related to the topic of interest, by reframing questions from What's wrong? to What's right? By using this assets-based approach, participants will focus on starting with what's working well and aim to amplify and do more of what's working. Past Learning Circles implementations have achieved exceptional outcomes, fostering candid exchanges, amplifying shared successes, and catalyzing innovative ideas.

**Facilitator resume:** I was the team lead who designed and led the Learning Circles program under the Knowledge SUCCESS project/Johns Hopkins Center for Communication Programs. In addition to facilitating several Learning Circles workshops myself, I also guided my team to facilitate many other workshops, both in person and virtually, across diverse groups including in sub-Saharan Africa and Asia. For examples, see <https://knowledgesuccess.org/learning-circles/> and <https://knowledgesuccess.org/wp-content/uploads/2023/05/learning-circles-covid-vaccination-tanzania-march-2023.pdf>.

**Biography:** Ruwaida Salem, Senior Program Officer at the Johns Hopkins Center for Communication Programs, is a strategic learning and knowledge management (KM) leader with 25 years of experience designing and leading high-impact peer learning programs, knowledge-sharing initiatives, and digital platforms that connect people with the knowledge they need to succeed. Ruwaida brings end-to-end expertise across the learning lifecycle—from needs assessment and solution design to implementation, performance measurement, and continuous improvement. As the lead author of a seminal guide on leveraging KM for public health impact, she has helped shape best practices that drive results and has a strong interest in integrating equity,



behavioral sciences, and user experience design into KM and related capacity strengthening initiatives. Ruwaida has an MPH from the Johns Hopkins Bloomberg School of Public Health.

## **Solutions and resolutions workshop OVERALL**

### ***Global Convergence, bringing the outcomes of workshops E and W together*** **Stuart French, Knowledge Strategy Consultant**

**Facilitation approach:** We will use a serendipity mindset approach, drawing on [Christian Busch's work](#), to uncover:

- Points of serendipitous convergence, where the different regions have independently surfaced similar principles or dynamics.
- Areas of productive divergence, where contrasting perspectives highlight important contextual or methodological gaps.
- Emergent opportunities and research gaps that suggest new paths for collaboration or exploration.

Participants will work together in a shared space to identify and name these patterns. Individuals will have the option to explore a pair individually, take part in several shared pairs or jump between both. We will treat the process as collective discovery, finding where tension and harmony coexist to produce new possibilities. The result will be a set of key outcomes and their supporting polarities that capture both global commonalities and local distinctions, ready for follow-up analysis.

**Facilitator resume:** I previously chaired the AFAC Knowledge Innovation & Research Utilisation Network and have facilitated three successful significant knowledge workshops in the past year, including two at Knowledge Summit Dublin and one for the Australian Department of Defence.

**Biography:** With a broad background in the Oil, Water, Healthcare and Government, Stuart French is a Melbourne based Knowledge Strategy consultant and author of the [www.DeltaKnowledge.net](http://www.DeltaKnowledge.net) blog. He combines 23 years of KM experience with a Masters of Knowledge Management (KM) to help companies with expertise identification & management, collaboration, teamwork and knowledge systems to improve their performance and resilience to change. Research on wikis and knowledge cultures led to a fascination with complexity theory, mentoring and using AI to create experts rather than replace them. He helps facilitate the KM Leaders Forum in Melbourne, which has been meeting monthly since 1998 and speaks at conferences and training events around the world on knowledge, expertise and innovation.

