

21 April 2026

Her Excellency Suela Janina, Permanent Representative of Albania to the United Nations
His Excellency Michael Imran Kanu, Permanent Representative of Sierra Leone to the United Nations

**Written comments on the Zero Draft of the Ministerial Declaration of the
2026 High-level Segment of the Economic and Social Council and the
High-level Political Forum on Sustainable Development (HLPF)**

Thank you for the opportunity to provide written comments on the Zero Draft of the Ministerial Declaration of the 2026 High-level Segment of the Economic and Social Council and the High-level Political Forum on Sustainable Development (HLPF).

We commend you on the extent to which the Zero Draft emphasizes the vital role of inclusive approaches and processes and localization in achieving the Sustainable Development Goals (SDGs).

However, we alert that the Zero Draft also needs to include reference to the **mechanisms needed to facilitate inclusive approaches and processes and localization**. These mechanisms are provided by the field of knowledge management for sustainable development (KM4SD) (Al-Shorbaji et al., 2024), and comprise:

1. **Six generations framework for knowledge management for sustainable development (KM4SD)**. The six generations framework for KM4SD is summarized in the table in Appendix 1 to this comments document, and each of the identifying concepts and features of the framework is explained in detail in the source references for the framework (Boyes et al., 2023; Cummings et al., 2013; Cummings et al., 2018). Clearly illustrating the direct relevance of the six generations framework for KM4SD to the achievement of the SDGs, the framework has already been adopted by United Nations (UN) agency IFAD (International Fund for Agricultural Development), as shown in points 22 and 23 on page 7 and Box 4 on page 58 of the IFAD Independent Office of Evaluation (IOE) report *Knowledge Management Practices in IFAD: Corporate Level Evaluation* (IOE, 2024).
2. **The 15 Knowledge Development Goals**. The 15 Knowledge Development Goals (KDGs) are aimed at greatly strengthening the role of knowledge in achieving the SDGs. The 15 KDGs are summarized in Appendix 2 to this comments document and explained in detail in the landmark publication *Agenda Knowledge for Development* (Fourth Edition) (Brandner & Cummings, 2025).

While knowledge management activities are practised within various UN agencies, the lack of effective knowledge management in the overall UN system has been justifiably criticised (Boyes, 2017). Recommendations have been made for improvement (Dumitriu, 2016),

including by the UN Secretary-General, who has encouraged improved UN knowledge management in the context of the 2030 Agenda for Sustainable Development (Secretary-General, 2017).

Consistent with these recommendations, we seek the addition of the following specific knowledge management priority action (or similar) to section II of the Zero Draft:

We call for strengthening inclusive approaches and processes and localization through activities that give effect to the identifying concepts and features of the six generations framework for knowledge management for sustainable development (KM4SD) and the 15 Knowledge Development Goals (KDGs) described in the *Agenda Knowledge for Development* (Fourth Edition).

Sincerely,
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RealKM Cooperative Limited is a not-for-profit non-government organisation (NGO) based in Canberra, Australia and operating globally. It publishes the award-winning *RealKM Magazine* (realkm.com), which brings managers and knowledge management (KM) practitioners the findings of high-value KM research through concise, practically-oriented articles. Since its establishment in 2015, *RealKM Magazine* has published over 2,500 articles and received more than 5 million article views.

Appendix 1. Summary of the six generations framework for knowledge management for sustainable development (KM4SD).

Each of the identifying concepts and features of the framework is explained in detail in the source references for the framework (Boyes et al., 2023; Cummings et al., 2013; Cummings et al., 2018).

Practice-based		Societal	
Identifying concepts			
a) Knowledge processes embedded in intra-organizational processes	b) Knowledge processes embedded in inter-organizational processes	Cross-domain knowledge integration and knowledge co-creation Knowledge ecology/ knowledge ecosystems	Decolonization of knowledge ‘We have a dream’
Features			
Practice-based Funding constraints Tools: ICTs, KM audits, KM scans, best practices, case studies, peer assist	Role of social media Inter-organization communities of practice Tools: ICTs, best practices, case studies, peer assist Funding constraints New knowledge partnerships New knowledge practices	Multiple knowledges Multi-stakeholder processes, including new stakeholders Global public good and knowledge commons Emphasis on local knowledge Emergence and complexity	Epistemic justice Anti-racism Indigenous and local knowledge Diversity in KM approaches
Universal frameworks			
SDGs and potentially the KDGs			

Appendix 2. The 15 Knowledge Development Goals.

The 15 Knowledge Development Goals (KDGs) are explained in detail in the landmark publication *Agenda Knowledge for Development* (Fourth Edition) (Brandner & Cummings, 2025).



Knowledge Development Goals

- Goal 1: Pluralistic, just and inclusive knowledge societies**
Responsible and transparent knowledge ecosystems, also for those who are excluded because of gender, migration status, disability, and other vulnerabilities.
- Goal 2: People-focused knowledge societies**
Self-determination of the individual, founded on education for all, freedom of expression, universal access to information and knowledge, and respect for cultural and linguistic diversity.
- Goal 3: Strengthening local knowledge ecosystems**
Collaboration and context-based communication, based on local realities and local knowledge; decolonization of knowledge.
- Goal 4: Knowledge partnerships and knowledge agendas**
Multi-stakeholder knowledge partnerships crossing sectoral and disciplinary boundaries to facilitate creative and rich solutions.
- Goal 5: Knowledge cities and rural-urban linkages**
Profiled, internationally well-connected knowledge cities recognising and embracing their knowledge function so that rural areas can also be part of knowledge societies.
- Goal 6: Improved knowledge strategies**
Advanced knowledge management strategies with a recognition of these organisations' role in knowledge ecosystems and in strengthening local knowledge.
- Goal 7: Capture, preservation and democratisation of knowledge**
Protection of intellectual heritages, including digital heritage, in libraries, museums and archives. Equal opportunities to easily access and use knowledge.
- Goal 8: Fair and dynamic knowledge markets**
Private sector playing an active and relevant role in local knowledge markets based on fair market conditions for private knowledge services.
- Goal 9: Safety, security and resilience**
Evolving knowledge societies mitigating uncertainties and negative impacts.
- Goal 10: Legal knowledge**
Legal frameworks based on transdisciplinary knowledge addressing the real needs of the people; citizens knowing their rights and being able to invoke them.
- Goal 11: Improved knowledge competencies and knowledge work**
High competence in all kinds of individual knowledge work and organisational knowledge management. High quality of knowledge service professionals; protection of knowledge workers.
- Goal 12: Institutions of higher education to play an active role**
Universities and other institutions of higher education deploying new, inclusive models to solve real world problems. Knowledge science to be shaped, promoted and advanced.
- Goal 13: Information and communication technologies (ICTs) for all**
ICTs being utilized to access knowledge and facilitate communication and dialogue without hampering alternative or traditional methods of knowledge transmission. Artificial intelligence offers rich opportunities, but requires ethical, competent, and critical use.
- Goal 14: The arts and culture are central to knowledge societies**
Literature, the performing arts and the visual arts are key elements of a knowledge society, as are religion and spirituality.
- Goal 15: Knowledge of nature**
Nature is our most important knowledge partner in the fight against climate change. It needs to be respected and protected. Knowledge about nature is key in this partnership.

References / further reading:

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