



ABioSA III Knowledge Ecology

An Introduction & Overview



November 2025

Final



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Overview of the Knowledge Ecology for ABioSA

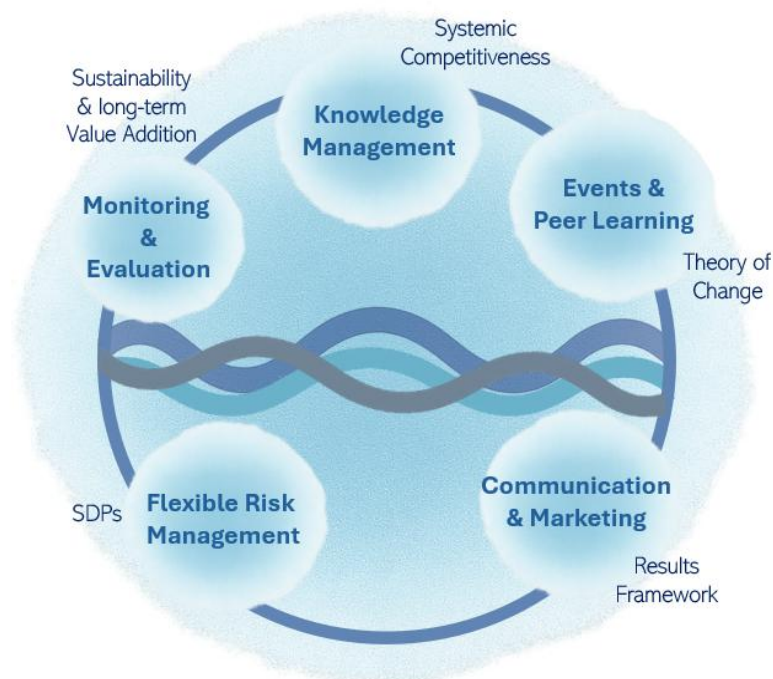
1. Positioning Knowledge Ecology in ABioSA Phase III

ABioSA has utilised proven management modalities since its inception. As we move into Phase III, we continue to strengthen our results-based management approach — increasing rigour while creating the conditions for sustainability and long-term value addition. This strengthened emphasis is supported by our approach to Insights and Change Management, which is anchored in the Knowledge Ecology. This modality works alongside the other two — Planning & Design Management and Implementation & Close-out Management — forming the management architecture for Phase III.

The Knowledge Ecology is a meta-orientation that treats learning, insight generation, and change management as a living process — adaptive, regenerative, and deeply relational. It recognises the interrelationships between markets and ecosystems, global frameworks and local realities, and Indigenous knowledge and scientific expertise. In this landscape, the ability to respond to signals, work with constraints, and make sense of emerging patterns becomes more valuable than control — and learning across difference becomes a critical capacity for sustainability.

Insights and Change Management is therefore navigated *through* the Knowledge Ecology. The focus is on stimulating collaboration that extends beyond the project lifecycle, so stakeholders can carry practices forward, adapt them, and continue to grow long after the project ends. Modalities include **Knowledge Management, events/workshop/peer learning platforms, Marketing and communication, Flexible risk management, and Monitoring & Evaluation**. These modalities provide gentle supports that allow people to try small ideas, see what works, and share insights in ways that help the wider system learn together.

Figure 1:
ABioSA Insights and
Change Management
Modalities¹



¹ Source: InnovationCircle – inquiry scaffold/ framework for living systems change (2025).

The Knowledge Ecology is both a meta lens and a cross-cutting practice. It helps us see how learning flows through ABioSA — between people, projects, and partners — and how this strengthens responsiveness and coherence across the wider system. It aligns directly with ABioSA's vision of a resilient and inclusive biotrade sector that evolves through shared learning and collaboration.

In Phase III, the Knowledge Ecology is grounded in the reference points established through the *Levels of Systemic Competitiveness*, *Theory of Change*, *Results Framework*, and *SDPs* — held as enabling constraints that guide without prescribing. This positions knowledge management as a continuity commitment towards stimulating and tracking the conditions for distributed sense-making, narrative coherence and decision-making across the system.

2. What is Knowledge Ecology

Knowledge Ecology is a way of seeing and working with knowledge as something alive — always moving, interacting, and regenerating through relationships. It recognises that learning happens not in isolation but in the spaces between people, stories, tools, and environments.

In this view, knowledge is not a fixed asset but a flow that circulates through experience, dialogue, and reflection.

To work with Knowledge Ecology is to notice how learning moves:

- how a story in a community meeting informs a national policy conversation.
- how a field visit reshapes a partnership agreement.
- how reflection turns a practical learning step into a way of working that others can build on.

It values diversity and uncertainty as sources of creativity, seeking coherence rather than standardisation — the subtle alignment that emerges when different ways of knowing begin to resonate.

The Knowledge Ecology Framework provides a simple scaffold for seeing patterns, hosting dialogue, and translating insight into forms that can travel and evolve.

It can be understood through three interwoven dimensions:

- **A philosophy** — recognising knowledge as relational and evolving.
- **A practice** — creating conditions where learning circulates through story, dialogue, practical learning steps, and reflection.
- **A framework** — a shared orientation that supports adaptive learning across ABioSA's work with people, markets, and ecosystems.

Together, these dimensions help ABioSA make visible the connections and constraints through which sustainable biotrade becomes possible — strengthening not only what we know, but how we learn together.

3. Introducing the Knowledge Ecology Framework 2.0

A framework differs from a model. A model aims to represent reality — to simplify and describe how things work. A framework, instead, holds space for exploration. It provides orientation rather than instruction, language rather than prescription. It helps us notice what is emerging and discern where meaning and action might meet.

The ABioSA III **Knowledge Ecology Framework 2.0** invites us to engage our own experience — to bring our questions, uncertainties, and insights into dialogue. It is both reflective and practical: a way of learning through doing, observing, and adjusting together. In this sense, the Framework is not a blueprint for what should happen; it is a living scaffold that supports what is already happening — the natural movement of learning through ABioSA’s relationships, projects, and partnerships.

The Framework offers shared reference points that make this learning visible. It helps stakeholders notice where energy is gathering, where blockages appear, and where new possibilities are forming. By tracing these dynamics, the Framework strengthens ABioSA’s ability to respond adaptively — to learn from lived experience and to evolve its practices over time.

Working with the Framework means cultivating attentiveness: noticing what is alive in the system, exploring what is emerging between perspectives, and trying small, feasible steps that can deepen coherence. In doing so, it supports ABioSA’s wider purpose — to strengthen sustainable biotrade and market systems in Southern Africa through inclusive collaboration, adaptive learning, and innovation.

Ultimately, the Knowledge Ecology Framework 2.0 is an invitation: to work with small safe-to-try actions, to reflect attentively, and to act with awareness. It encourages us to tend to knowledge as a living field — one that continues to evolve long after the ABioSA project ends.

3.1. Visual Orientation: ABioSA III — Knowledge Ecology Framework 2.0

The **Knowledge Ecology Framework** offers a visual orientation. It does not depict a hierarchy or process flow, but an *ecology* — an interconnected landscape where learning circulates through relationship, reflection, and real-world practice.

Figure 2: ABioSA III — Knowledge Ecology Framework²



² Co-developed using the InnovationCircle and Quiet Insight approaches. [Quiet-Innovation Studio](#). 2025.

The Knowledge Ecology Framework shows how ABioSA's Knowledge Practices and Knowledge Scaffolds interact to create the conditions from which the system's **Emergent Properties** can arise. In this view, we design for learning, relationship, and feedback — **and therefore trust, coherence, agency, continuity, meaningfulness, consistency, and adaptiveness** emerge within an environment alive with possibility and new ways of trying things out.

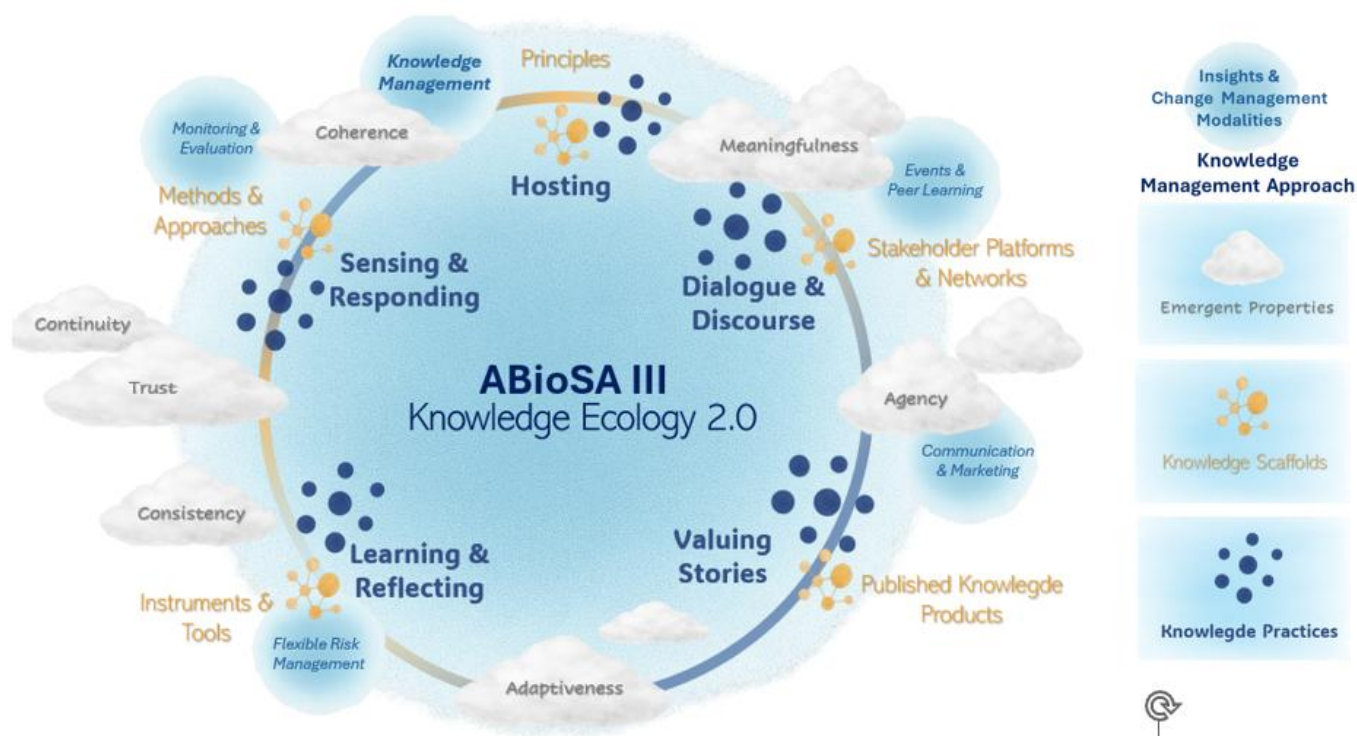


The **Knowledge Practices — Hosting, Valuing Stories, Dialogue & Discourse, Learning & Reflecting, and Sensing & Responding** — are the relational movements that activate the ecology. When we host well, listen well, reflect openly, share stories, and respond to signals, we create the conditions for insight to flow and for people to act with clarity and confidence.

The **Knowledge Scaffolds shown in the diagram — Methods & Approaches, Stakeholder Platforms & Networks, Instruments & Tools, Published Knowledge Products, and Events & Peer Learning** — give structure to these practices. They make learning portable, visible, and usable across projects, partners, and levels of the system. By strengthening these scaffolds, we make it easier for learning to circulate and for patterns to be noticed.



Figure 2: ABioSA III — Knowledge Ecology Framework³



³ Co-developed using the InnovationCircle and Quiet Insight approaches. [Quiet-Innovation Studio](#). 2025.

When knowledge practices and scaffolds interact through people and context, the system shifts. Certain qualities begin to arise — not because they are imposed, but because the conditions allow them to grow:

- when we create inclusive spaces → continuity strengthens as people remain connected
- when we share stories → meaning deepens and narrative coherence becomes visible
- when we reflect in the open → coherence forms and shared understanding develops
- when we provide enabling constraints → agency increases as people find their next steps
- when we take small steps, share what we learn, and sense together → adaptiveness grows across the system

These outcomes are not created through control; they emerge because the ecology is *tended*. This forms ABioSA's **Knowledge Management Approach**: a way of working where learning is cultivated, supported, and diffused — and as a result, the system becomes more coherent, responsive, and capable of distributed action.

The same ecology underpins the Insights & Change Management modalities — Knowledge Management, Events & Peer Learning, Communication & Marketing, Flexible Risk Management, and Monitoring & Evaluation. These modalities rely on the flow of stories, relationships, scaffolds, and emergent properties to ensure that insight is not only generated but also shared, understood, and acted upon across ABioSA's partnerships and contexts.



With this orientation in mind, the next sections unpack the Knowledge Practices that keep the ecology functioning.

4. Knowledge Practices

The Knowledge Practices are the relational movements that activate the Knowledge Ecology Framework. They show how learning flows through relationship — how people meet, listen, question, reflect, and respond together. When enacted consistently, they create the conditions from which the system's emergent properties — trust, coherence, continuity, meaning, agency, consistency, and adaptiveness — begin to appear.

Each practice opens a different doorway into learning-in-relationship, making visible how the ecology comes alive in everyday work:

- **Hosting** — creating the conditions for participation, openness, and collective inquiry.
- **Valuing Stories** — making lived experience visible, meaningful, and available for shared learning.
- **Dialogue & Discourse** — weaving diverse perspectives into sense-making that strengthens narrative coherence.
- **Reflecting & Learning** — turning experience into awareness, adjustment, and adaptive action.
- **Sensing & Responding** — working with signals, probes, and feedback to guide safe-to-try actions and decisions.

4.1 Hosting

Hosting is the practice of creating healthy conditions for meeting — spaces in which participation, attentiveness, and shared inquiry can unfold. In the Knowledge Ecology, hosting is the atmosphere that allows every other element (stories, dialogue, reflection, probes, tools, and methods) to function well.

Hosting is not facilitation toward a predetermined answer; it is tending the quality of the field:

- Who feels welcome to speak?
- Whose experience is being heard?
- What tensions or silences need attention?
- What conditions will allow new insight to appear?

Hosting also builds the enabling constraints — the ways of meeting, listening, and working together — that support collective sense-making without limiting emergence. By supporting inclusion and participation, hosting strengthens distributed agency.

Hosting underpins the Insights & Change Management modalities of Events & Peer Learning, Communications, and Marketing by ensuring each space functions as a genuine learning and sense-making environment.

4.2 Valuing Stories

Stories keep the ecology connected to lived reality. They reveal how people navigate complexity, adapt, and learn. Stories also help generate narrative coherence: they allow the system to understand “what is happening,” “why it matters,” and “what seems possible next.” Stories bring depth to what data alone cannot show — they reveal experience, choice, and consequence in context.

In the Knowledge Ecology, stories are not simply anecdotes; they are **signals**⁴ and **signifiers**⁵ that help the system see itself. When shared, they travel across scales — influencing practice, learning, sector dialogue, and policy reflection.

Valuing stories strengthens M&E, Communications and Marketing, Knowledge Products, and Events & Peer Learning. It ensures that evidence is both documented and felt, grounding decisions in lived experience.

4.3 Dialogue and Discourse

Dialogue is where learning moves between people. It is the space where stories meet, perspectives shift, and shared understanding begins to take shape. Dialogue is not about agreement — it is about creating the conditions for insight, curiosity, and connection.

⁴ Snowden (2005) distinguishes between **signals**—raw observations that show early movement in a system—and **signifiers**, the interpretive markers that help cluster these observations into emerging patterns. See: Snowden, D. (2005). “Multi-ontology sense making: a new simplicity in decision making.” *Informatics in Primary Care*, 13(1), 45–53.

⁵ Kurtz & Snowden (2003) further show how signifiers enable a system to “see itself” by making signals meaningful across scales: Kurtz, C.F. & Snowden, D. (2003). “The new dynamics of strategy: Sense-making in a complex and complicated world.” *IBM Systems Journal*, 42(3), 462–483.

Across ABioSA, dialogue happens in many places: partner meetings, peer-learning sessions, policy exchanges, field visits, or informal check-ins. Each conversation helps people make sense of what they are seeing, strengthen relationships, and recognise emerging opportunities.

Discourse sits at a broader, more systemic level. It is the narrative pattern that forms across many dialogues — the way the sector talks about sustainability, competitiveness, value, and future direction. Discourse influences how actors orient themselves: what they pay attention to, how they interpret signals, and what they consider possible.

In this way, discourse is a macro-level expression of the system's learning. It shapes the enabling environment by strengthening narrative coherence and giving stakeholders a shared language for progress. Healthy discourse also contributes to systemic competitiveness: when people recognise themselves in the shared story, they act with greater confidence, alignment, and agency.

Together, dialogue and discourse create the connective tissue of the Knowledge Ecology.

- Dialogue circulates learning through relationships and everyday interactions.
- Discourse holds the bigger picture, allowing meaning to travel across institutions, markets, and policy spaces in ways that connect with the different levels of systemic competitiveness.

When both are strong, they help ABioSA link lived experience to strategic direction — turning conversations into understanding and understanding into momentum. They directly support the Insights & Change Management modalities of Events & Peer Learning, Communications & Marketing, and Knowledge Management, ensuring learning is visible, shared, and actionable across the whole ABioSA programme.

4.4 Reflecting and Learning

Learning & Reflecting turns activity into awareness — and awareness into adaptive action. It strengthens ABioSA's ability to notice what is changing, interpret signals, and adjust course in real time. Reflection helps people interpret experience, update assumptions, and act under conditions of uncertainty.

In ABioSA, Learning & Reflecting anchors the **Monitoring, Evaluation, and Learning (M&E/MEL)** system. It positions MEL as sense-making, not measurement alone — linking data with lived experience so evidence remains relevant and actionable in shifting contexts. Reflection connects what is observed in the field with what is tracked in the system, turning information into insight and insight into next steps.

Reflection occurs formally through MEL reviews, governance processes, and reporting, and informally through everyday conversations — a debrief between a BSO and an SMME, a discussion after a meeting, or a moment of insight during a field visit. These small learning moments create micro-feedback loops that make the system more responsive and coherent.

Learning & Reflecting is also foundational for **Flexible Risk Management**. In complex environments, risks cannot be predicted with certainty; what matters is how quickly signals are recognised and how adaptively the project responds. Reflection supports early noticing, helps reinterpret emerging conditions, and enables the project to adjust constraints and assumptions as reality unfolds. In this way, risk becomes part of the Knowledge Ecology — a shared learning opportunity, not only a compliance requirement.

Within ABioSA's Insights and Change Management modality, Learning & Reflecting ties together Flexible Risk Management, MEL, governance rhythms, Communications, and Events & Peer Learning. These collectively form the project's **living feedback system**, where monitoring, stories, signals, and data converge into shared narratives that support pattern recognition, collaborative problem-solving, and adaptive capacity. Each exchange — however small — contributes to how the ecology learns, evolves, and sustains value beyond the project lifecycle.

4.5 Sensing and Responding

Sensing & Responding is how the ecology pays attention to what is changing — the subtle signals, the clear shifts, and the early signs that something new may be emerging. It uses probes⁶, feedback loops, and narrative patterns to inform decisions across the system.

Probes are small, safe-to-try actions that help the system learn and change. Instead of assuming what will work, a probe tests it in practice — in a contained, low-risk way. Probes generate insight: they show what people value, where constraints sit, and what might be possible next.

Signals are the raw observations — the things people notice, say, do, or experience.

Signifiers are how the system gives meaning to those observations — the categories, themes, or narrative markers that help patterns become visible.

Together, signals and signifiers allow learning to move from isolated moments into shared understanding.

Sensing & Responding is where enabling constraints become active: tested, adapted, and strengthened through real-time learning. It also expands distributed agency — people across the system can take small, practical steps that, when shared, build collective intelligence.

This practice strengthens the Insights & Change Management modalities connected to Knowledge Management, M&E, Communications, Events & Peer Learning, and Flexible Risk Management — turning data, stories, and lived experience into adaptive action the whole system can use.

5. Knowledge in Motion: Scaffolding Collective Learning

ABioSA has generated a wide range of knowledge — from tools and methods to stakeholder platforms and published products. Each of these carries' traces of the collective learning that has taken place.

Drawing on *Max Boisot's I-Space model*⁷, knowledge moves through a living cycle: as people codify and share what they have learned, it becomes easier to communicate, diffuse, and apply in new settings.¹ Turning shared experience into something others can use means shaping learning into forms that travel — such as stories, frameworks, visuals, or guidelines.

⁶ Snowden defines probes as small, safe-to-fail interventions that explore system behaviour in complexity, generating learning rather than seeking predictability. See: Snowden & Boone (2007); Kurtz & Snowden (2003).

⁷ Boisot, M. (1998). *Knowledge Assets: Securing Competitive Advantage in the Information Economy*. Oxford University Press. The I-Space model describes how knowledge moves through phases of codification, abstraction, and diffusion as it becomes more widely shared and useful.

These forms act as *scaffolds*⁸—temporary supports that make knowledge visible and workable.² A scaffold might take the shape of a stakeholder platform (a grounded space where perspectives meet), a tool that connects ideas across disciplines (a suspended bridge), a method that sequences learning over time (a panel frame), or a shared terminology that strengthens practice (a reinforcing backbone).

In summary, ABioSA's knowledge products are not static outputs; they are living containers that enable people to build, extend, and adapt what has been learned together. They hold both structure and flexibility — offering just enough form to support new insight while leaving space for others to bring their own experience.

For ABioSA, **Communication and marketing** not only make learning visible but also create flows of meaning and connection across institutions, sectors and value chains. Knowledge products are strategic enablers of systemic competitiveness: lowering the cost of coordination, turning lessons into shared direction, and aligning diverse efforts at micro, meso, macro, and meta levels. It makes visible the tools and methods, stories captured as part of stakeholder platforms. Each of these carries' traces of the collective learning that has taken place.

6. Applying the Knowledge Ecology Framework

The Knowledge Ecology is a way of working woven through ABioSA III. It helps us notice how learning moves — between people, teams, partners, and the wider system — and to use that movement to strengthen responsiveness and coherence.

The framework is applied across the Levels of Systemic Competitiveness— **micro, meso, macro, and meta** — each showing a different way that learning and adaptation take place. This aligned with ABioSA's Theory of Change design (micro = Outcome 1, meso = Outcome 2, macro = Outcome 3, meta = Insights & Change Management), ensuring continuity with how learning contributes to sustainability and value addition. The Knowledge Ecology encourages learning and adaptation to move across and between these levels, strengthening coherence in how the system evolves over time.

6.1 Micro Level – SMME Capability & Enterprise Support (Outcome 1)

Focus: Individual practices, business readiness, compliance, quality, export capability.

At the individual level, the framework builds awareness and curiosity. It asks each person to notice what they are tending to, what they are learning, and how small shifts in attention or action ripple outward.

For example, a mentor may test a new reflection question at field visit or adjust how they mentor others and give other BSOs feedback. Such micro-moves build agency and keep learning alive in daily work.

In ABioSA III, this aligns with Outcome 1's emphasis on SMME readiness, diagnostic assessments and mentoring. Micro-level learning helps identify where compliance blocks, quality gaps or business-practice patterns begin to shift.

⁸ Alexander, E., Bresciani, S., & Eppler, M. J. (2015). *Knowledge scaffolding visualizations: A guiding framework. Knowledge Management & E-Learning*, 7(2), 179–198. The authors use the metaphor of scaffolding to describe how visual and conceptual frameworks support collective learning and knowledge creation.

Reflection: What am I learning from the patterns I notice day to day?

Probe definer (Outcome 1): Identify one pattern emerging from SMME diagnostics or mentoring (e.g., repeated compliance challenge, quality constraint, or market-readiness gap) and test a small adjustment that could shift this pattern.

6. 2 Meso Level – Associations, BSOs & Sector Development Plans (Outcome 2)

Focus: Team and partnership learning, coordination across enterprises, SDP implementation.

Within associations and partnerships, Knowledge Ecology shows up through how we host, reflect, and share stories. These feedback loops strengthen coordination, reveal emerging patterns, and allow tools or approaches to evolve together — rather than in isolation. A partner dialogue, a joint learning review, or a shared field debrief — each becomes a site of sense-making.

This connects directly to Outcome 2: strengthening associations, aligning SDP priorities, and surfacing sector-wide patterns that support vertical and horizontal collaboration.

At this lens, associations, BSOs and service providers become key pattern-holders — feeding insights from micro shifts into sector-wide adjustments.

A lot has already happened in building comfort and capability around working with information. Aggregated data from Monitoring and Reporting is becoming a shared language — one that helps members engage more confidently with government, customers, and partners. This is developing into a narrative of collective strength and capability, grounded in evidence that the sector can stand behind. The next step is strengthening how this data is used together: not only for reporting, but for shared learning, alignment, and coordinated action.

This connects directly to Outcome 2: strengthening associations, aligning SDP priorities, and surfacing sector-wide patterns that support vertical and horizontal collaboration. Associations, BSOs, and service providers become key pattern-holders — feeding insights from micro shifts, lived experience, and shared data into sector-wide adjustments and more coherent action.

Reflection: *How do we create spaces where our experiences circulate and shape what we do next?*

Probe definer (Outcome 2): Identify one cross-enterprise pattern (seen in M&R data, shared experience, or recurring constraints) and test a coordinated meso-level response with associations. This becomes a practical way to strengthen alignment, shared learning, and sector-wide coherence. For example: consistency of quality messaging, market-readiness requirements, or documenting environmental practices.

The idea is to create a simple process where associations run a mini stress test: *What happens when we try to act together here? What becomes visible? What needs strengthening?*

6.3 Macro Level - Government, ABS Systems & Enabling Environment (Outcome 3)

Focus: National, provincial and regional governance; regulatory alignment; institutional collaboration.

At the programme or sector scale, the framework helps link local insight with strategic direction.

Stories, patterns and signifiers drawn from projects become inputs for monitoring & evaluation, risk management, and communication — turning lived experience into system learning.

This helps ensure that policy intent, funding priorities, and market instruments stay connected to what is actually happening on the ground.

This is where Outcome 3 operates: supporting government to create an enabling environment, strengthening ABS coordination, and shaping cross-departmental alignment.

Insights flowing from the meso level allow regulatory tools, templates, decision-trees and regional ABS exchanges to remain grounded in practice.

Reflection: *How are patterns from practice feeding back into decisions and strategies?*

Probe definer (Outcome 3):

Identify one procedural, regulatory or coordination bottleneck emerging in field implementation and run a safe-to-try improvement (e.g., adapting a decision-tree, piloting a template, testing a simpler coordination mechanism).

6.4 Meta Level – Insights, Change Management and Sustainability & Value Addition

Focus: Field-level learning, coherence, distributed agency, continuity, long-term value.

Across all levels sits the meta lens — how we think about learning itself.

Here, Knowledge Ecology serves as a compass for adaptive strategy: asking not “*What is the answer?*” but “*What is the system ready for?*”

At this level, sustaining value becomes the essence of legacy.

It’s not about keeping a programme alive, but keeping the relationships, insights, and practices alive that make new value possible.

In ABioSA III, this level guides the programme’s exit logic: ensuring that what is left behind — SMME pipelines, SDPs, ABS tools, regional platforms — remains usable, adaptable and owned.

It connects directly to the full suite of Insights and Change Management modalities.

As ABioSA comes to completion, the Meta Level helps the programme close with integrity: translating its learning into conditions that others can work with, adapt, and grow in their own contexts. Sustaining value, in this sense, is not an end state — it is an ongoing invitation for the field to keep learning.

Reflection: *What parts of ABioSA’s way of working are worth carrying forward — and how might they evolve in new hands or settings?*

Probe definer (Meta/M&E): Identify one element of ABioSA’s working method (a scaffold, tool, stakeholder platform, template, or hosting practice) that the system is already using, and test how it can be transferred or adapted by partners without project support.

6.5 Working with the Knowledge Ecology Framework in Practice

Applying the framework means designing reflection into every rhythm of work — from project meetings to policy dialogues. So, sense-making becomes part of how the system functions and

learns. It means translating insights into stories, visuals, or simple questions that can travel easily across the system, sparking new connections and feedback.

Across Outcomes 1–3, this means:

micro → surfacing signals from SMMEs and coaching

meso → clustering patterns across associations and SDPs

macro → informing policy dialogues, ABS tools, and regional learning

meta → working with the full suite of Insights & Change Management modalities— to ensure continuity, coherence, and distributed agency

Used this way, Knowledge Ecology becomes both a relational and operational approach — strengthening ABioSA hold the balance between formal project requirements and the living complexity of biotrade.

Reflection: Which insights from our day-to-day work are ready to travel — and how can we use our existing platforms (M&E, KM, events, peer-learning, communications) to move them across the system in ways that strengthen coherence and sustainability?