

# Knowledge Mobilization

SUMMER INSTITUTE FOR PROGRAM EVALUATION

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# Learning Objectives

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## Knowledge Mobilization

- 1) What is it?
- 2) How do you do it?

# A little about me...

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University  
of Victoria



Boys & Girls Clubs  
of Winnipeg  
A good place to be



National Collaborating Centres  
for Public Health

Centres de collaboration nationale  
en santé publique



University  
of Manitoba



Public Health  
Agency of Canada  
Agence de la santé  
publique du Canada



ABORIGINAL HEALTH  
& WELLNESS CENTRE  
OF WINNIPEG

# What is Knowledge Mobilization?

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A **suite of services** that enhances the two-way **connection between researchers and research users** so that research and evidence can inform decisions about public policy and professional practice. Knowledge mobilization encompasses methods of **knowledge transfer, translation and exchange and extends them to the co-production** of knowledge. Knowledge mobilization turns research into action (Research Impact).

Knowledge mobilization (KMb) means promoting and facilitating the use of research among knowledge users (stakeholders, decision makers, policy makers, practitioners, community members, patients, etc.) to help them make informed decisions about policies, programs, practices and behaviour.

Carlton University

Knowledge mobilization is an umbrella term encompassing a wide range of activities relating to the production and use of research results, including knowledge synthesis, dissemination, transfer, exchange, and co-creation or co-production by researchers and knowledge users.

*Social Sciences and Humanities Research Council (SSHRC)*

# Question

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What are some key **terms** and **concepts** that are common among the definitions of Knowledge Mobilization?

# What is Knowledge Mobilization?

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# What Is Knowledge Mobilization?

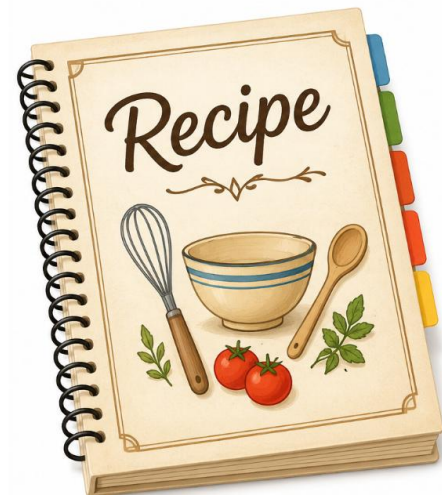


[https://healthresearchbc.ca/news\\_article/translating-knowledge-translation/](https://healthresearchbc.ca/news_article/translating-knowledge-translation/)

# What is Knowledge Mobilization?

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KMb = Knowledge to action.



# How does **KM** relate to **Program Evaluation**?

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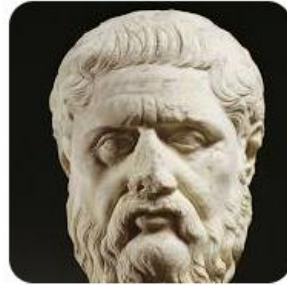
1. **Mobilizing knowledge** generated from a **program evaluation**
2. A program can **evaluate** their own **knowledge mobilization activities**
3. A program may be **engaged** as a **knowledge user** in the **KM/Evaluation activities** of other organizations or researchers

# What do we mean by « Knowledge »?

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René  
Descartes



Plato



Aristotle



Javier Mignone



John Locke



David Hume



Edmund  
Gettier

# What do we mean by « Knowledge »?

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**Explicit** – codified (e.g., written) and communicated through language

**Empirical** – based on, concerned with, or verifiable by observation or experience (e.g., through repeated tests) rather than theory or pure logic

**Tacit & Experiential** – knowledge in practice developed from direct experience and action; highly pragmatic and situation specific; subconsciously understood and applied; difficult to articulate; usually shared through interactive conversation and shared experience

(Kothari et al 2011)

# Key Components of the **KM Process**

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- 1) Understand your **Knowledge Users (KUs)**
- 2) Articulate your **Knowledge Goals**
- 3) **Tailor** your mobilization **strategy/activities**
- 4) **Monitor & Evaluate**

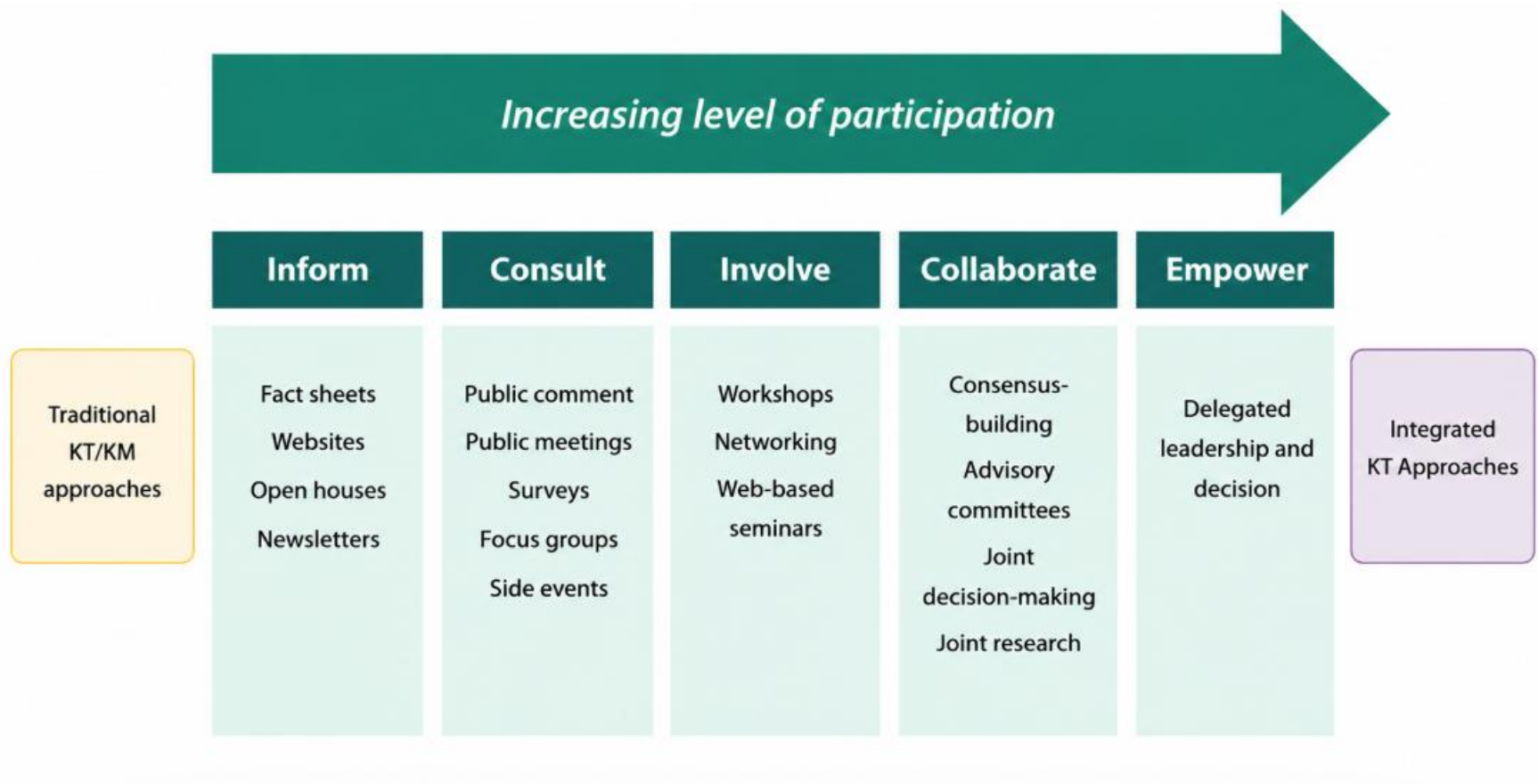
# 1) Understand your **knowledge users (KU)**

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- **Who are they?** – organization, role(s), geography, demographics, etc.
- What are their knowledge **needs/preferences**?
  - *Tell me everything* (e.g., researchers). *Tell me what I need to know* (e.g., leaders). *Tell it to me plainly* (e.g., public)
- What is the **context** of their knowledge use?
- What are **facilitators/barriers** to their knowledge use?
  - e.g., time, resources, language & culture, expertise, competing priorities, supportive leadership, trust, active partnerships, policy environment

**Example** - In public health, common KU groupings include: *public health researchers, health care providers, public health program managers, community organizations, industry, media, and the general public.*

# Engaging your knowledge users



## 2) Know your **knowledge goals**

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- Defining KM goals for each KU, will inform your KM approach/activities
  - Generating **awareness**?
  - Generating **interest**/buy-in?
  - Informing **decision-making** (or further research?)
  - Facilitating **policy, practice** or **behavior change**?

# Example exercise 1:

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- Who are likely **knowledge users** for these two different evaluation key messages?
- What are potential **knowledge goals** for each?

A) *“A 5-year evaluation of a collaborative community mental health program in Winnipeg found promising improvements in client outcomes”*

**VS**

B) *“An evaluation of the program’s trauma-informed care training found that staff retained more knowledge when training was delivered intensively over 3 weeks rather than spread across 3 months.”*

# Example exercise 1:

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**A)** *“A 5-year evaluation of a collaborative community mental health program in Winnipeg found promising improvements in client outcomes”*

**B)** *“An evaluation of the program’s trauma-informed care training found that staff retained more knowledge when training was delivered intensively over 3 weeks rather than spread across 3 months.”*

## **Key Message A**

**KU’s** : Board, Funders; Prospective Clients; Government; Other Community Organizations, Researchers, General Public

**KM Goals** : Raise awareness, invoke interest, influence funding decisions, share success, spark inquiry/research

## **Key Message B**

**KU’s** : Program Managers/Directors, Program staff, Training session developers, Researchers

**KM Goals** : Change policy/practice in program; share success (to garner support for proposed changes), spark research

# 3) Tailor Your KM Strategy/Activities

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- What is the **message**
  - So what? Now what? (for whom)
- What is the **knowledge product**?
  - Content? Format?
- What are the best **dissemination** and/or **exchange activities**?

Knowledge Products	Dissemination channels	Exchange activities
<ul style="list-style-type: none"><li>• Reports</li><li>• Articles</li><li>• Fact sheets, Pamphlets, Posters</li><li>• Slideshows</li><li>• Webpages</li><li>• Videos</li><li>• Toolkits</li><li>• Podcasts</li><li>• Guidelines</li></ul>	<ul style="list-style-type: none"><li>• Email lists</li><li>• Professional networks</li><li>• Conferences</li><li>• Journals</li><li>• Social media</li><li>• Traditional media (radio, tv, news)</li><li>• Websites/Hubs</li><li>• Webinars</li></ul>	<ul style="list-style-type: none"><li>• Meetings/workshops</li><li>• Knowledge exchange events, Sharing Circles</li><li>• Discussion forums</li><li>• Feedback mechanisms</li><li>• Webinars</li></ul>

# 4) Monitor & Evaluate

- Supports reporting & accountability
- Continuously improve KM approach/strategies
- Further understanding of KU's

## Common domains of interest for KM evaluation frameworks

- Reach
- Usefulness
- Adoption
- Efficacy/Effectiveness
- Use
- Maintenance
- Impact

Example Indicators for KM		
REACH	USEFULNESS/USE	IMPACT
<ul style="list-style-type: none"><li>• # or % of target KU's engaged</li><li>• Geographic and demographic distribution of KUs</li><li>• Website metrics or social media metrics</li></ul>	<ul style="list-style-type: none"><li>• % of users who are "satisfied"</li><li>• % of users who rate the content as useful/used</li><li>• Citation analysis (e.g., # of times cited)</li><li>• Feedback on the presentation, content and dissemination</li></ul>	<ul style="list-style-type: none"><li>• Change in levels of knowledge, understanding or attitude</li><li>• Changes in behaviour or practice</li><li>• Change in organization/systems</li></ul>

# Example exercise 2

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Based on 1-2 your identified KU's and KM goals identified in Exercise 1, describe potential **KM strategies/activities** and related **monitoring & evaluation strategies** for *Key Message A* vs *Key Message B*

**A)** *“A 5-year evaluation of a collaborative community mental health program in Winnipeg found promising improvements in client outcomes”*

**B)** *“An evaluation of the program’s trauma-informed care training found that staff retained more knowledge when training was delivered intensively over 3 weeks rather than spread across 3 months.”*

# Putting it all together – *KM Plan*

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**Key components** of a full KM Plan:

1. Knowledge Users
2. Objectives of KM initiative
3. Knowledge to share/ key messages
4. Barriers/facilitators
5. Tailored knowledge products
6. Tailored dissemination/exchange strategies
7. Monitoring/evaluation

# KT (Knowledge Translation) / KM (Knowledge Mobilization) Planning Template

KEY COMPONENT	GUIDING QUESTIONS	PLAN DETAILS
 <p><b>1. KNOWLEDGE USERS</b> Who are the priority knowledge users?</p>	<ul style="list-style-type: none"> <li>• Who are the intended users of this knowledge?</li> <li>• What are their roles and areas of influence?</li> <li>• Who do we need to engage as partners?</li> </ul>	
 <p><b>2. OBJECTIVES OF KM INITIATIVE</b> What do we want to achieve?</p>	<ul style="list-style-type: none"> <li>• What is the overall goal of this KM initiative?</li> <li>• What specific changes or actions do we hope to see?</li> <li>• What are our short-, medium- and long-term objectives?</li> </ul>	
 <p><b>3. KNOWLEDGE TO SHARE / KEY MESSAGES</b> What do we want to share?</p>	<ul style="list-style-type: none"> <li>• What is the key knowledge or evidence to share?</li> <li>• What are the key messages?</li> <li>• What is the compelling case for action?</li> </ul>	
 <p><b>4. BARRIERS / FACILITATORS</b> What might help or hinder use of the knowledge?</p>	<ul style="list-style-type: none"> <li>• What barriers might knowledge users face?</li> <li>• What factors could facilitate use of the knowledge?</li> <li>• How can we address barriers and leverage facilitators?</li> </ul>	
 <p><b>5. TAILORED KNOWLEDGE PRODUCTS</b> What materials will we develop?</p>	<ul style="list-style-type: none"> <li>• What formats or products will best meet the needs of knowledge users?</li> <li>• How will the products be tailored to the audience?</li> <li>• What existing products can be adapted or used?</li> </ul>	
 <p><b>6. TAILORED DISSEMINATION / EXCHANGE STRATEGIES</b> How will we share and exchange the knowledge?</p>	<ul style="list-style-type: none"> <li>• What strategies will reach and engage knowledge users?</li> <li>• How will we promote interaction and two-way exchange?</li> <li>• What is the timing and sequence of activities?</li> </ul>	
 <p><b>7. MONITORING / EVALUATION</b> How will we know if we are successful?</p>	<ul style="list-style-type: none"> <li>• What indicators will we track?</li> <li>• How will we measure reach, engagement and impact?</li> <li>• How will we use what we learn to adapt and improve?</li> </ul>	

# KM Resources

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## **Core Canadian KT/KM Organizations**

[Canadian Institutes of Health Research \(CIHR\) – Knowledge Mobilization  
Research Impact Canada](#)

[Social Sciences and Humanities Research Council \(SSHRC\) – Knowledge Mobilization](#)

## **KM / KT Planning Tools & Guides**

[SickKids Knowledge Translation Planning Template](#)

[National Collaborating Centre for Methods and Tools \(NCCMT\) – Knowledge Translation Methods & Tools](#)

## **Evaluation & Implementation Frameworks**

[RE-AIM and PRISM Frameworks](#)

[Knowledge Management Indicator Library \(Global Health\)](#)

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# Thank you!

Email for follow-up questions regarding presentation – [sbalakumar@ahwc.ca](mailto:sbalakumar@ahwc.ca)