

The South-South Experience Exchange Facility

Implementation Progress Report

2019

© 2020 International Bank for Reconstruction and Development / The World Bank

1818 H Street NW, Washington, DC 20433

Telephone: 202-473-1000; Internet: www.worldbank.org

This work is a product of the staff of the World Bank with external contributions. The findings, interpretations, and conclusions expressed in this work do not necessarily reflect the views of The World Bank, its Board of Executive Directors, or the governments they represent.

The World Bank does not guarantee the accuracy of the data included in this work. The boundaries, colors, denominations, and other information shown on any map in this work do not imply any judgment on the part of The World Bank concerning the legal status of any territory or the endorsement or acceptance of such boundaries.

Rights and Permissions

The material in this work is subject to copyright. Because the World Bank encourages dissemination of its knowledge, this work may be reproduced, in whole or in part, for noncommercial purposes as long as full attribution to this work is given.

Please cite the work as follows: World Bank. 2020. *The South-South Experience Exchange Facility Implementation Progress Report 2019*. Washington, D.C. World Bank Group.

Any queries on rights and licenses, including subsidiary rights, should be addressed to World Bank Publications, The World Bank Group, 1818 H Street NW, Washington, DC 20433, USA; fax: 202-522-2625; e-mail: pubrights@worldbank.org.

Acknowledgements

This Implementation Progress Report, covering the calendar year ending December 31, 2019, was prepared by Laurent Porte (Program Manager) and Macha Kemperman (Consultant).

Peer reviewer was Chisako Fukuda.

Contributions for the Results Stories were provided by Twity Uzele, Lucas Menut, Linus Pott and Melissa Adelman. Hanna Chang was the graphic designer and Bruno Bonansea was the cartographer.

Photo Credits:

Cover - Photo: Dominic Chavez

Page 4 - Photo: Curt Carnemark

Page 7 - Photo: Liang Qiang

Page 10 - Photo: Laurent Porte

Page 13 - Photo: Laurent Porte

Page 16 - Photo: Dominic Chavez

Page 17 - Photo: Stephan Gladieu

Page 24 - Photo: Stephan Gladieu

Page 27 - Photo: Rama George-Alleyne

Page 29 - Photo: Stephan Gladieu

Page 30 - Photo: Jerome Ascano

Page 32 - Photo: Tran Thi Hoa

Page 34 - Photo: Rumi Consultancy

Page 36 - Photo: Dominic Chavez

Questions and comments regarding this report may be emailed to southsouthfacility@worldbank.org

The South-South Experience Exchange Facility

Implementation Progress Report

2019

CONTENTS

Abbreviation and Acronyms	5
South-South Facility at a Glance	8
Map of South-South Facility Knowledge Exchanges	9
1: Implementation Progress	10
1.1 Overall Grant Status	11
1.2 Thematic focus of South-South knowledge exchanges	11
1.3 Regional focus of South-South knowledge exchanges	12
1.4 Countries providing and receiving knowledge	13
1.5 Support to the 2030 Agenda for Sustainable Development	14
1.6 Way Forward for the South-South Facility	16
2: South-South Facility Results Stories	17
2.1 Governance Structures for Business Environment Reforms in Afghanistan	18
2.2 Establishing a Land Administration System in Liberia	20
2.3 Learning about School Leadership in Latin America and the Caribbean	22
3: Measuring and Disseminating Results	24
3.1 Performance indicators	25
3.2 Improving the design and the implementation of future projects	26
3.3 Client satisfaction survey	28
3.4 New website	29
4. SSF Finances	30
4.1 Financial Summary	31
Annexes	32
Annex 1: SSF funded knowledge exchange grants closed in 2019	32
Annex 2: Active SSF grants as of December 31, 2019	34
Annex 3: Countries providing and receiving knowledge through SSF funded exchanges 2008–2019	36



ABBREVIATIONS AND ACRONYMS

DEC	Development Economics (Vice-Presidency of the World Bank)
ISFODOSU	The Higher Institute for Teachers Training (Instituto Superior de Formación Docente) in Santo Domingo, Dominican Republic
KCP	Knowledge for Change Program
LLA	Liberia Land Authority
LRA	Land Rights Act
M&E	Monitoring & Evaluation
PRISEC	Afghanistan’s Ministerial Committee on Private Sector Development
SDG	Sustainable Development Goal
SSF	South-South Facility or South-South Experience Exchange Facility
WB	World Bank



Foreword

Over the years, broad knowledge sharing has moved to the center of global development as a third pillar complementing financial and narrower technical assistance. While development finance continues to be a cornerstone of the work of the World Bank Group, the vital importance of knowledge and learning as enablers for development is more present than ever.

There are obvious financial challenges to achieving the goals of ending extreme poverty and promoting shared prosperity in a sustainable manner, but money alone will not solve all the problems of countries pursuing economic development. Countries need development knowledge: solutions that produce results and that are grounded in evidence of what works. And this is even more crucial in countries challenged by fragility, conflict and violence, where extreme poverty will increasingly be concentrated.

The 2030 Agenda for Sustainable Development represents a hugely ambitious effort to bring people

out of poverty and create a more sustainable world, and it calls for enhancing knowledge sharing, as does the Addis Ababa Action Agenda on Financing for Development. Knowledge exchanges can have a catalytic effect on the achievement of the Sustainable Development Goals.

Decision makers, policy makers, policy implementers and development practitioners can and should make more informed decisions by having access to “how-to” knowledge. The South-South Facility is a powerful instrument to help make that happen.

Since 2008, the objective of the South-South Facility has been to facilitate the transfer and adaptation of development solutions among client countries, through peer to peer knowledge sharing. And the Facility has done exactly that. Through hundreds of exchanges, development practitioners and policymakers in developing and emerging countries learned from each other about how to address development challenges

and implementation bottlenecks. This led to numerous policy reforms and the sharing of useful experiences among countries.

In 2018, the World Bank's South-South knowledge exchange work program moved into the Development Economics (DEC) Vice-Presidency of the World Bank, where the South-South Facility is benefitting from a stronger integration with data and research. Going forward, taking advantage of this integration, and building on its rich experience, the Facility aims to enhance the impact of knowledge exchanges that help our partners and clients contribute to international development.

We thank you, our partners, for your support, and we look forward to continued collaboration in harnessing evidence-based knowledge for poverty reduction.

FRANCISCO H.G. FERREIRA

Director, Development Policy

Development Economics Vice-Presidency

The World Bank



South-South Facility at a Glance

2008–2019



247 KNOWLEDGE EXCHANGES funded



110
countries **PROVIDED** knowledge



118
countries **RECEIVED** knowledge



186 RESULTS STORIES capturing early outcomes of knowledge exchanges



91% of respondents to client survey have applied – or expect to apply – knowledge gained through the exchange

87 countries **PROVIDED** and **RECEIVED** knowledge

2 BILLION US\$ IN DEVELOPMENT INVESTMENTS were informed by **19 KNOWLEDGE EXCHANGES** completed in 2018 & 2019



12 SDGs supported in 2019 by **14 active SSF grants**

Partners

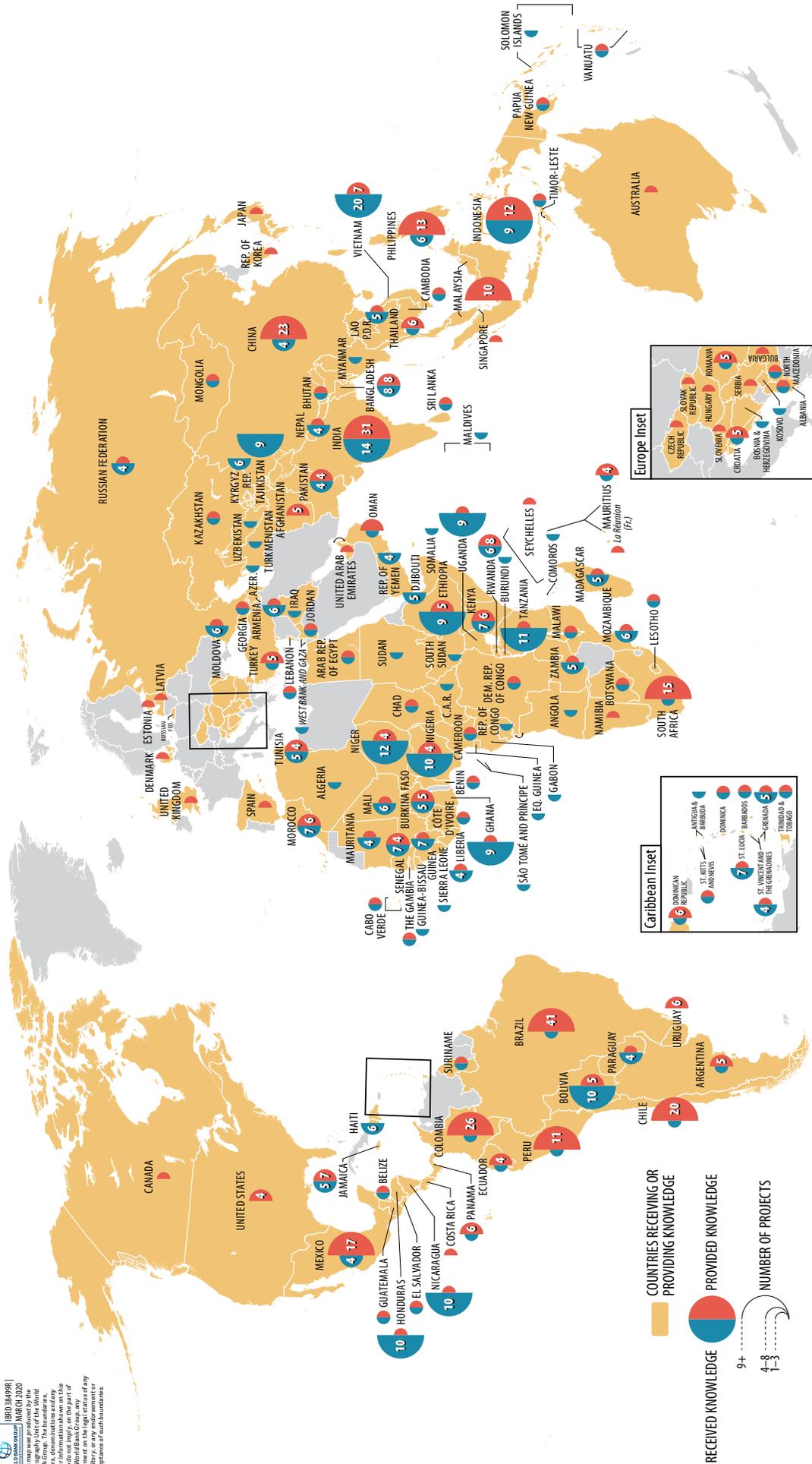
SSF Partners provide funding and strategic guidance to the Facility:



China Colombia Denmark India Indonesia Mexico Russia Spain United Kingdom

MAP OF SOUTH-SOUTH FACILITY KNOWLEDGE EXCHANGES (as of December 2019)

IBRD 38499R |
World Bank
 This map was prepared by the
 Operations and Policy Department
 of the International Bank for
 Reconstruction and Development
 and the International Finance
 Corporation. The boundaries,
 colors, denominations and other
 information shown on this map
 do not imply, on the part of
 the World Bank Group, any
 judgment of the acceptability
 of its legal status or of its
 acceptance of such boundaries.





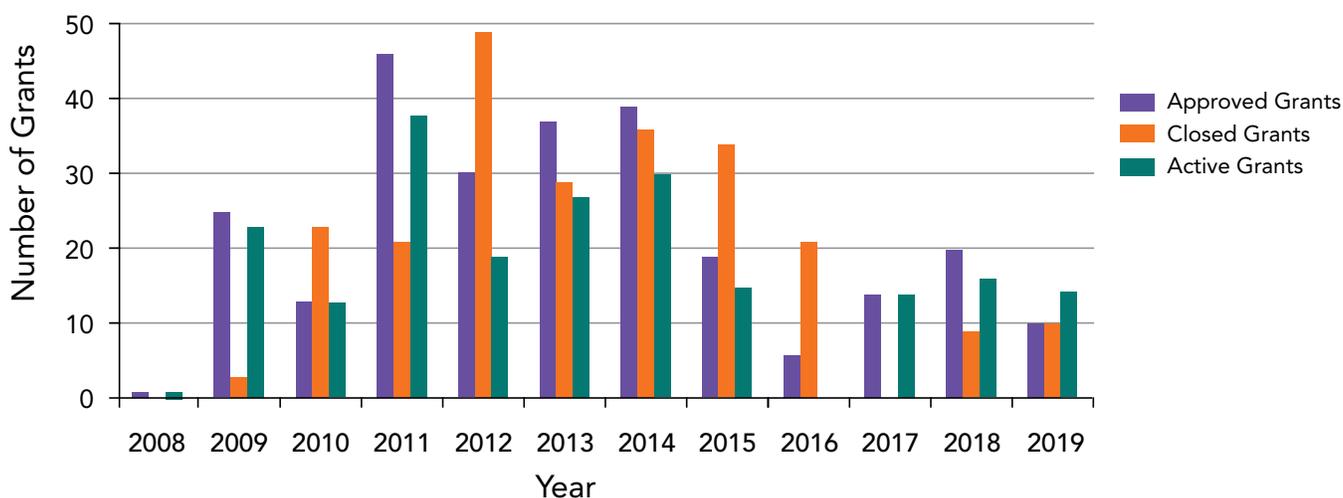
1: IMPLEMENTATION PROGRESS

1.1 OVERALL GRANT STATUS

Over the last 12 years, the South-South Facility supported a total of 247 knowledge exchanges among developing and emerging countries. The latest batch of knowledge exchanges received funding in January 2019. A total of 14 knowledge exchanges were active as of December 2019. Ongoing institutional reforms in two beneficiary countries prevented knowledge-requesting parties from taking part in planned knowledge-sharing activities. As a result, two of the

knowledge exchanges that had been selected for funding in 2018 and 2019 could not be implemented and funds were reflowed to the Facility. A numeric overview of SSF grants approved, active and closed between 2009 and 2019 is provided in the figure below. More details about the active and recently completed knowledge exchanges can be found in Annexes 1 and 2.

Figure 1. Number of approved, active and closed grants by year



1.2 THEMATIC FOCUS OF SOUTH-SOUTH KNOWLEDGE EXCHANGES

The 247 knowledge exchanges funded by the South-South facility since 2008 focused on a wide range of

topics. Topics addressed by SSF knowledge exchanges approved in 2019 are listed in Table 1.

Table 1.

Topics of SSF-funded knowledge exchanges approved in 2019		
Education	Fishing and Forestry	Rural Development
Financial Sector	Nutrition and Food Security	Social Inclusion
Fragility, Conflict and Violence	Private Sector Development	Social Protection
Gender	Public Administration	Urban Development
Health	Public Private Partnerships	Water

1.3 REGIONAL FOCUS OF SOUTH-SOUTH KNOWLEDGE EXCHANGES

In 2019, the first knowledge-receiving countries were in Africa, followed by countries in the Middle East and North Africa (see Figure 2). Similarly, the first

knowledge-providing countries in 2019 were in Sub-Saharan Africa (see Figure 3).

Figure 2. Knowledge recipients by region (for 2019, in percentages)

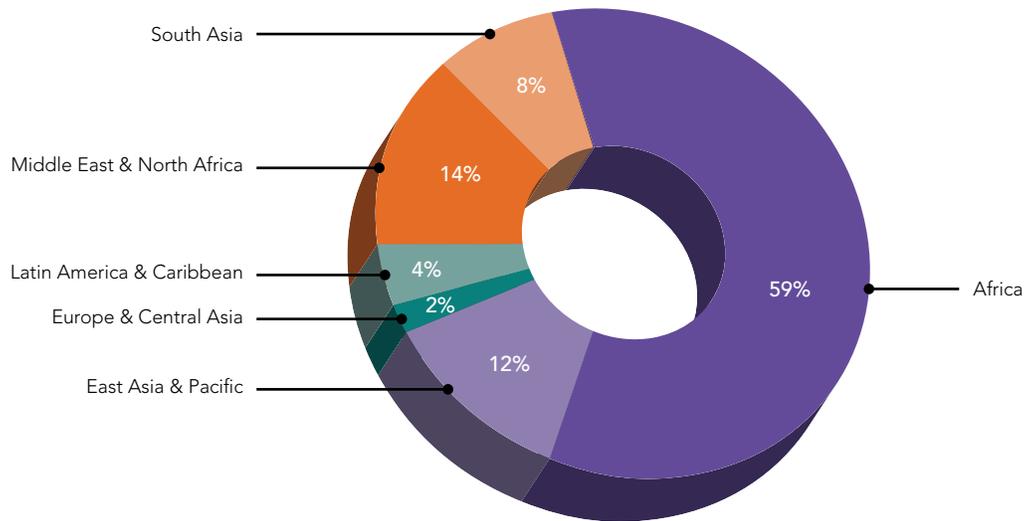
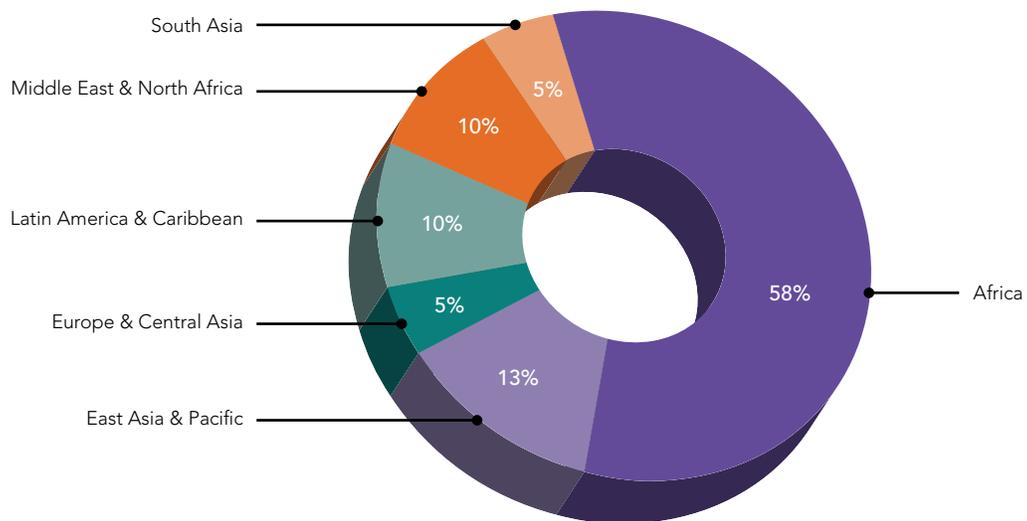


Figure 3. Knowledge providers by region (for 2019, in percentages)



1.4 COUNTRIES PROVIDING AND RECEIVING KNOWLEDGE

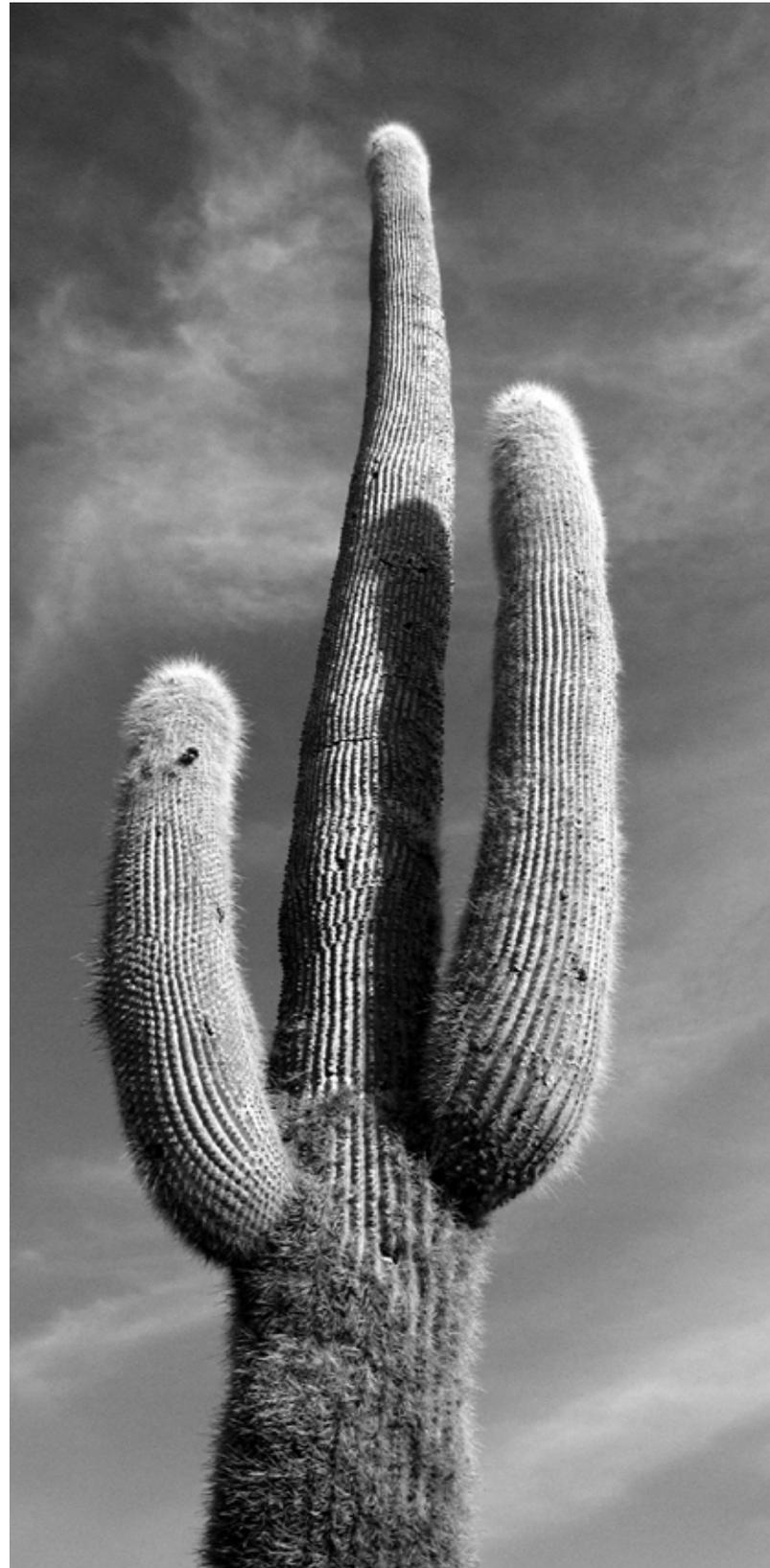
From 2008–2019, Brazil, India, Colombia and China have been the biggest knowledge providers under SSF-funded exchanges (see Table 2), while Vietnam, India, Niger and Tanzania have been the biggest knowledge recipients (see Table 3). Over the last 12 years, a total of 118 countries have received knowledge from 110 countries. In 2019, Malawi became, for the first time, a knowledge provider.

Table 2. Top 10 countries providing knowledge in SSF-funded exchanges

Countries providing knowledge	Number of exchanges (cumulative 2008-2019)
Brazil	41
India	31
Colombia	26
China	23
Chile	20
Mexico	17
South Africa	15
Philippines	13
Indonesia	12
Peru	11

Table 3. Top 13 countries receiving knowledge in SSF-funded exchanges

Countries receiving knowledge	Number of exchanges (cumulative 2008-2019)
Vietnam	20
India	14
Niger	12
Tanzania	11
Bolivia	10
Honduras	10
Nicaragua	10
Nigeria	10
Ethiopia	9
Ghana	9
Indonesia	9
Tajikistan	9
Uganda	9



1.5 SUPPORT TO THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

The World Bank and the South-South Facility are deeply committed to the 2030 Agenda for Sustainable Development. The 14 SSF grants active in 2019 support

the achievement of 20 targets of 12 Sustainable Development Goals (SDGs). They all support the achievement of SDG 17 – Partnerships for the Goals.

Table 4. Support from active SSF grants to the achievement of Sustainable Development Goals

Knowledge Exchange	Primary SDG supported	Target
1. South-South Action Learning Support to Climate Action Peer Exchange		Target 13.2: Integrate climate change measures into national policies, strategies and planning
2. Learning platform to enhance results of gender empowerment programs in Sahel		Target 5C: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels; Target 5.3: Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation
3. African and Asian countries learning from Brazil's best practices on integrated urban water management		Target 6.5: By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate
		Target 6.A: By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programs, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies
4. Peer Learning on integrated urban transformation		Target 11.1: By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums
		Target 11.2: By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transports, with special attention to the needs of those in vulnerable situations, women, children persons with disabilities and older persons
5. Strengthening the local economic development of local governments hosting forcibly displaced people		Target 11.3: By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries
6. Improving urban transport in Dhaka – Lessons from Colombia		Target 11.2: By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.
7. Improving Kenya infrastructure through private financing		Target 9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all

Knowledge Exchange	Primary SDG supported	Target
8. The challenge of sustaining and scaling-up productive safety nets systems		Target 1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable
9. Strengthening the regional Community Driven Development network in Africa Fragility, Conflict, and Violence contexts		Target 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels
10. Developing early childhood education in Djibouti and Morocco		Target 4.2: By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.
		Target 4.5: By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations
11. Multi-sectoral community mobilization for stunting reduction		Target 2.1: By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.
		Target 2.2: By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons
12. Increasing capacity to promote rural development for communities around protected areas		Target 15.3: By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world
		Target 15.9: By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts
13. Building capacity through peer-learning from India to strengthen female youth entrepreneurship		Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
14. Approaches to effective air route development in Madagascar		Target 8.9: By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products
All SSF-funded knowledge exchanges		Target 17.9: Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation

1.6 WAY FORWARD FOR THE SOUTH-SOUTH FACILITY

In October 2019, SSF partners were informed about the World Bank's plan to combine the South-South Facility with the Knowledge for Change Program (KCP), a larger multi-donor trust fund administered by DEC, and dedicated to filling knowledge gaps. This was to allow for enhanced impact through improved outreach to policymakers in World Bank client countries, while also supporting the Bank's ongoing efforts to promote fewer, larger trust funds that strengthen alignment with strategic priorities, increase efficiencies and improve the quality and scale of externally funded activities.

Partners were invited to share their input and guidance to shape how the merged program can be run.

SSF partners took note of the proposal and expressed some concern on how the SSF identity would be maintained within the larger framework of KCP and asked how the SSF knowledge sharing activities would be continued.

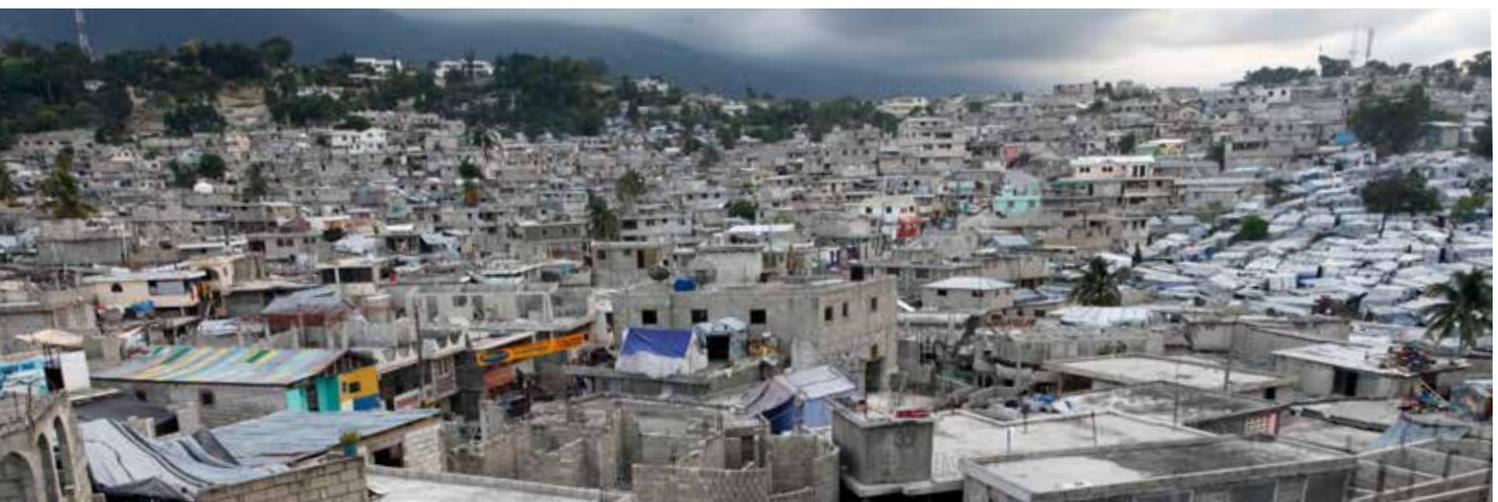
To address the partners concerns, the idea of merging SSF with KCP and combining their efforts into one facility was abandoned. Instead, the SSF will either remain as a stand-alone trust fund or move into an Umbrella 2.0 Program¹ to be compliant with the World

Bank (WB) trust fund reform. As such, the South-South Facility will retain its identity and its financial autonomy.

Within the constraints of available funding², the South-South Facility will thus continue its historic activities: the provision of financial support and technical assistance to results-focused knowledge exchanges, based on knowledge requests from developing and emerging countries.

SSF replenishment is needed to support new knowledge exchanges, especially programmatic exchanges. SSF fundraising efforts will continue and, in the coming months, a new call for South-South knowledge exchange proposals will be launched in the fall of 2020.

In parallel, the SSF Secretariat team will work with DEC management to establish a more robust governance structure for the program, inviting representatives of WB operations and DEC research and data teams to form an oversight committee for the review and selection of South-South Knowledge Exchange proposals. When possible, based on recommendations from this committee, existing DEC research/data work will be used as a resource to enhance SSF results.



1 An Umbrella 2.0 is a program consisting of one or more trustee trust funds, that supports one or more of the priority funding areas of a business unit.

2 SSF available balance on December 31, 2019 was \$486,000.



2: SOUTH-SOUTH FACILITY RESULTS STORIES



Knowledge-receiving countries: Afghanistan

Knowledge-providing countries: Morocco

Topics: Economic Growth and Planning; Private Sector Development; Public Private Partnerships

South-South Facility funding: US\$ 25,000

Implementation period: July 2018 to May 2019

Task Team Leader: Sagita Muco, Senior Private Sector Specialist (IFC) and Mohammad Akbari, Private Sector Specialist

2.1 Governance Structures for Business Environment Reforms in Afghanistan

Development challenge

Poverty is deep and widespread in Afghanistan. GDP per-capita is among the lowest in the world and the formal private sector is extremely limited. Only 8 percent of Afghanistan's labor force are salaried workers. Moving forward, private sector development is a priority for moving from aid dependency to sustainable growth. The Government of the Islamic Republic of Afghanistan and the World Bank Group have recognized the need for regulatory reforms to establish a conducive business environment, restore private sector confidence, and create jobs. In 2017, the Ministerial Committee on Private Sector Development

(PRISEC) was established to lead business environment reforms. PRISEC members include both public and private stakeholders who could benefit from learning how to successfully roll-out a business environment reform program.

Solution

In November 2018 a joint World Bank – IFC team successfully applied for a South-South Facility grant for a knowledge exchange between Morocco and Afghanistan. Morocco is a success story when it comes to setting up governance structures for

business environment reforms. Since 2009 the country implemented numerous business reforms, making Morocco the 3rd most business-friendly economy in the Middle East North Africa region (Doing Business 2018).

In April 2019, key members of Afghanistan's PRISEC visited Morocco to learn from their peers. The knowledge exchange complemented a World Bank Group advisory services project, the Afghanistan Business Enabling Environment. During the study visit, the Afghan delegation interacted with key representatives from Moroccan institutions taking the lead in improving the business and investment climate in Morocco. Learning sessions were organized around institutional set-ups, one-stop-shop for company registration, effective public-private dialogues, women's participation in boards, a streamlined construction permitting system, and more. At the end of the knowledge exchange, a half-day session was held to reflect on key lessons and their application back in Afghanistan. To learn more about this knowledge exchange, you can watch this video.³

Results and moving forward

The Afghan delegation benefitted from candid conversations with their Moroccan peers about the institutional and political challenges the country encountered during the reform process. Moroccan officials shared good practices and examples of how challenges were overcome. Afghan delegates were also exposed to the efficiencies and transparency of a one-stop-shop e-platform and zero-paper processes for registration, issuance of licenses and permits. Once the e-governance law is passed in Afghanistan, those lessons can help to expedite the digitization process.

The delegates highlighted lessons about communicating government decisions, proposals and reforms using local languages to increase awareness among citizens living in various regions of the country. After having been introduced to inclusive approaches for public-private dialogues, the delegation agreed to explore ways to enhance private sector representation in the executive structure and formalize private sector participation in policy discourse.

Delegates also noted Morocco's investor guidebooks and a multi-lingual website, as useful tools for supporting the private sector. Following approval of The Afghan Women Chamber of Commerce and Industry by the High Economic Council, the delegation also identified and plans to propose some practical ways to help increase women representation and participation as board members in Afghanistan.

Due to limited data and baselines, it remains difficult to make decisions and measure investment related targets in Afghanistan. Following the exchange with Morocco however, the delegation nominated two officials to lead the process of identifying and proposing the types of business surveys needed to improve data quality and establish more reliable baselines.

Learning from Morocco's efficient and multi-layered management approach, PRISEC representatives also discussed the possibility of reducing the existing structure of the coordination and policy units to enhance efficiency and high-level political support.

In sum, the PRISEC members gained practical knowledge on how to design and implement a successful business improvement reform process. This will help them to place Afghanistan on a path towards increased private sector led growth.

3 See: www.southsouthfacility.org/videos/knowledge-sharing-improving-afghanistans-business-climate.



Knowledge-receiving countries: Liberia

Knowledge-providing countries: Ghana, Rwanda

Topics: Agriculture, Rule of Law, Social Inclusion

South-South Facility funding: US\$ 25,000

Implementation period: August 2018 to May 2019

Task Team Leader: Linus Pott, Land Administration Specialist

2.2 Establishing a Land Administration System in Liberia

Development challenge

Liberia is at a critical stage in its peace building and development process. Secure land tenure is of fundamental importance for sustainable growth, but in Liberia there is no cadaster and no reliable land information system. More than 50 percent of the country is covered by land concessions, which often overlap with other private and customary rights. Additionally, women can often not exercise their land rights due to social norms related to marriage and family relationships.

The absence of a functioning land administration system can be a driver for new rounds of conflict and the Government of Liberia has recognized the importance of secure tenure. In 2016, the Liberia Land Authority (LLA) was established and in 2018 the

country passed its Land Rights Act (LRA). The LLA however faces significant capacity challenges for fulfilling its mandate.

Solution

To assist the LLA with tackling its capacity constraints, the World Bank's South-South Facility supported a knowledge exchange with Rwanda and Ghana. Rwanda had experience in successfully implementing a land tenure regularization program and Ghana could share knowledge about how to establish a land information system and customary land secretariats. The exchange complemented a more comprehensive support package from the World Bank, namely the US \$ 7 million Liberia Land Administration Project which seeks to support the LLA with strengthening

its institutional capacity and establishing a land administration system.

The knowledge from Rwanda was shared through a study tour of key LLA staff. Workshops with different government departments were organized, focusing on land dispute resolution, systematic land registration, land use planning, and land information systems. The study tour included field trips to allow the participants to witness the implementation of land administration reforms at the local level.

The knowledge exchange with Ghana was organized through a 3-day workshop in Monrovia, Liberia. The workshop included presentations from staff in the Ghanaian Ministry of Lands and Natural Resources. It allowed for open discussions and side meetings on customary land rights management, land use planning, land information systems, and the management of a World Bank funded project.

Results and moving forward

Management staff and technical officers from the LLA highly appreciated the knowledge exchanges with Rwanda and Ghana. Hon. Ellen Pratt, LLA Commissioner for Land Use & Management, summarized the study tour to Rwanda as follows:

"The study tour to Rwanda was very inspirational but also informative. Why? Because we saw firsthand an example of a post-conflict country, with many of the same scenarios and characteristics as Liberia. Rwanda bounced back as a country with very clear objectives of how they wanted their country to grow and specifically how they wanted land reform to be achieved within a feasible timeline. So, what I took from Rwanda was that we need to have a clear vision, we need to have a clear plan, and we need to be willing to make sacrifices and hard choices. Rwanda did not do business as usual because they needed a paradigm shift of the way they were operating, and I think these are very pertinent lessons that Liberia can learn as we look at a serious change in our land reform agenda."



With regard to the Ghana workshop, Julius Kamara, Policy Analyst at LLA's Policy & Planning Department stated:

"I participated in the 3-day knowledge exchange / training session with the experts from Ghana. The training was very successful, and it contributed to LLA's knowledge on raising awareness, decentralization, and building the rightful regulations to implement the new Land Rights Law to give everybody equal access to land."



The knowledge gained was documented in a study tour and workshop report prepared by LLA as well as a report prepared by the trainers of the Ghana workshop. The reports were shared within LLA to ensure that knowledge gained is available to all staff, including those who could not participate in the exchange.

The exchange helped LLA to reframe existing activities and include new activities under the World Bank funded Liberia Land Administration Project. This involves a pilot for systematic registration of customary land; the development of regulations regarding customary land registration; and the development of a National Zoning Policy. These activities were triggered by the knowledge exchange. Further activities might be included under the project based on subsequent discussions, possibly related to communication and awareness raising; fit-for-purpose surveying technologies; or the discussion on a deeds-versus a title-based registry system. During the knowledge exchanges, both the Ghanaian and Rwandan knowledge provider agreed with the LLA to continue to exchange experiences and provide inputs as needed.



Knowledge-receiving countries: Dominican Republic, Guatemala

Knowledge-providing countries: Argentina, Brazil, Chile, Colombia, Mexico, United States

Topics: Education, Public Administration

South-South Facility funding: US\$ 25,000

Implementation period: October 2017 to October 2018

Task Team Leader: Melissa Adelman, Senior Economist and Juan Baron, Senior Economist Specialist

2.3 Learning about School Leadership in Latin America and the Caribbean

Development challenge

The Dominican Republic and Guatemala are two of the lowest performers in regional learning assessments in both primary and secondary education. Given this learning crisis, governments of these countries are taking measures to improve the efficacy of their education systems. Evidence shows that school leadership is key to creating an enabling learning environment and raising the level of student learning. The Dominican Republic and Guatemala however find themselves with insufficient technical knowledge to professionally develop school principals and school

leaders. They are challenged by a lack of clarity and consensus on the role and responsibilities of school principals and school management teams.

Solution

In response to the need for developing effective principal training programs in the Dominican Republic and Guatemala, the South-South Facility supported a knowledge exchange workshop. Over 150 representatives from governments and NGOs across Latin America and the United States gathered for a

two-day workshop in Santo Domingo. They exchanged experience on successes and challenges in helping school principals effectively manage schools. The workshop particularly focused on how to empower school principals to lead their school communities towards student success. The Brazilians shared their experience of *Jovem de Futuro*. This program focuses on supporting principals and system managers to set school-level student achievement targets and to plan and execute actions towards achieving those targets. The Mexican program emphasized the importance of tools to observe teachers in the classroom and the need to track student learning progress. Other discussions took place around the selection process of principles and on daily challenges they face, including the lack of clear roles and responsibilities, excessive administrative demands, and the limited – and sometimes counterproductive – involvement of higher-level system managers. These challenges cannot be addressed by training programs alone but require broader reforms.

The Dominican Ministry of Education and the management of the Higher Institute for Teachers Training (Instituto Superior de Formación Docente Salomé Ureña – ISFODOSU) were active partners during the planning and organizing phases of the knowledge exchange and they covered part of the workshop costs.

Results and moving forward

The Dominican Republic and Guatemala greatly benefitted from the wealth of knowledge and experience shared by professionals of the participating countries. Critical knowledge was gained on how to effectively develop the definition of roles and responsibilities for school principals through consensus building and on how to collaborate with teachers' unions to improve learning outcomes. Participants

were exposed to different approaches in professional and managerial training for school principals, including executive management courses, effective teaching practices, establishing enabling learning cultures, tools to monitor student learning progress, development through observation and monitoring, how to measure and strengthen leadership skills using both qualitative and quantitative approaches.

The knowledge exchange did not only contribute to education reform projects in the Dominican Republic and Guatemala, but it also inspired renewed interest in principal professional development in Colombia, Guatemala, and Paraguay. For example, Colombia is now considering possible ways of incorporating key themes from the knowledge exchange into a new project, while Guatemala and Paraguay reached out to the World Bank to further discuss support for revamping their school principal training strategies and the policy framework on the role and responsibilities of school principals. In addition, ISFODOSU management has expressed interest in continuing the inter-country dialogue. They are exploring the possibility of establishing a technical working group to improve policy and reform implementation.

The closing session of the workshop provided an ideal forum for the Minister of Education of the Dominican Republic to launch a new and innovative principal training program. This modular program has a mix of online and face-to face formats and covers the following crucial skills – leadership, integrity, critical thinking, effective communication, results-based management and improving learning outcomes. Though the training program was designed prior to the knowledge exchange, its implementation is likely to benefit from the knowledge and good practices shared during this workshop.



3: MEASURING RESULTS AND DISSEMINATING LESSONS LEARNED

3.1 PERFORMANCE INDICATORS

In 2018, the SSF Secretariat team introduced a results chain with performance indicators for South-South knowledge exchanges (see Figure 4). Table 6 shows the scores, for each indicator, achieved by the 10 grants that closed in 2019 (see Annex 1). The results for 2018 and the cumulative scores are also presented.

When reflecting on the performance of SSF-funded knowledge exchanges that were completed in 2019, we note that many knowledge sharing events have been organized. The underlying data shows that 25 out of the 100 events were organized as part of the programmatic knowledge exchange “Following the Carbon for Clean Energy in Asia”. The team in charge of implementing this programmatic exchange (over three years) received a grant of US\$ 195,000. As part of the programmatic approach to knowledge exchange,

the team sequenced several knowledge sharing activities that built upon one another and contributed to achieving more sustainable results.

From 2017 to end of 2019, more than 100 change agents from 25 countries took part in SSF-funded exchanges. All together, these change agents were supporting the implementation of 23 development projects, including investments worth US\$ 2 billion. The design and/or the implementation of these projects have been influenced by the lessons learned from the knowledge exchanges. Consistently, these exchanges were evaluated highly by participants with over 90% stating that they gained relevant knowledge and expect to apply it when designing or implementing new development projects.

Figure 4. SSF results chain and results indicators



* Change agents are participants with the appropriate level of seniority or influence to impel the implementation of best practice / innovative approach or the adoption of a new policy inspired by the knowledge exchange

Table 7. SSF Performance indicators 2018 – 2019

Output Indicators		2018	2019	Total
1	Knowledge exchange events organized (#)	32	100	132
2	Countries participating in exchanges as knowledge providers (#)	13	23	31 ⁴
3	Countries participating in exchanges as knowledge recipients (#)	14	14	25 ⁵
4	Development practitioners participating in knowledge exchange activities (#)	162	189	351
5	Change agents participating in exchanges as knowledge recipients (#)	33	74	107
Outcome Indicators Level 1 and 2		2018	2019	Total
6	Development practitioners agreeing with the statement: "Through the exchange, I gained knowledge that is relevant to the design/ implementation of development projects) that I am working on" (%)	98	97	98% (average)
7	Development practitioners agreeing with the statement: "I have applied - or expect to apply- the knowledge I gained through the exchange in designing/ implementing my development project/policy" (%)	93	91	92% (average)
Outcome Indicators Level 3		2018	2019	Total
8	Development projects/policies for which the design/implementation has been informed by the knowledge exchanges (#)	10	13	23
9	Development investments of World Bank and partners supported by SSF knowledge exchanges (US\$)	771 million	1,201 million	1,972 million

3.2 IMPROVING THE DESIGN AND THE IMPLEMENTATION OF DEVELOPMENT PROJECTS

When the SSF connects development practitioners together, the resulting peer-to-peer learning experience often triggers changes in how they design or implement ongoing or new development projects. Peer learning is so powerful because it offers access to "how to" knowledge and provides knowledge-requesting countries with proof-of-concept by hearing (or seeing) first-hand which results can be achieved. Each year, the SSF Secretariat attempts to identify which changes in development projects were triggered by SSF-funded knowledge exchanges completed in the reporting year.

In 2019, the Secretariat learned that the programmatic knowledge exchange *Following the Carbon for Clean Energy in Asia* has contributed to a policy shift in Vietnam, away from feed-in tariffs towards competitive bidding for solar power. In the long

run, this will help Vietnam achieve lower solar prices and expand capacity in a more sustainable manner. Several WB-funded projects are already supporting this transition, including the *Vietnam Solar Transition Accelerator Project*. Through the same *Following the Carbon for Clean Energy in Asia* knowledge exchange, India learned from Brazil's experience in marine spatial planning. India now applies the new planning approach in a \$285 million *Integrated Coastal Zone Management Project*.

Through a different knowledge exchange entitled *Strengthening Skills for Community-based Initiatives in Conservation Areas in Mozambique*, Mozambique also benefitted from Brazil's expertise and is now incorporating lessons learned from the exchange into the implementation of a \$45 million project *Strengthening Skills for Community-Based Initiatives in*

4 When countries provided knowledge in several exchanges, they are only counted once.

5 When countries received knowledge in several exchanges, they are only counted once.

Conservation Areas. One of the project's components seeks to promote rural businesses through a mechanism known as *Sustena Bio* that helps link rural businesses with conservation through well-developed productive chains and management agreements.

Another SSF-funded knowledge (*Strengthening the Water Sector Institutional Development Project in Angola: Peer to Peer Learning with Colombia*) allowed Angola to move forward with its water sector reform based on the experiences observed in Colombia. The exchange helped inform the design of a unified information system for the water sector in Angola. Furthermore, Angola benefitted from Colombia's

experience in (i) improving the performance of water utilities through sound corporate governance and (ii) improving rapport with beneficiaries through community involvement programs.

Colombia also shared its experience in the water sector with decision makers and practitioners working on the *Sustainable Rural Water Supply and Sanitation Project* in the Kyrgyz Republic. A knowledge exchange allowed them to learn from their peers in Colombia on how to introduce, roll out, and utilize a rural water and sanitation information system within the context of the project.



3.3 CLIENT SATISFACTION SURVEY

The South-South Facility strives to deliver maximum development results through knowledge exchanges. A client satisfaction survey is conducted annually to assess the usefulness of the exchanges and to draw lessons. In 2019, the survey was sent to 83 knowledge exchange participants from 14 countries (Afghanistan, Angola, China, Dominican Republic, Guatemala, India, Indonesia, Kyrgyz Republic, Liberia, Mozambique, Pakistan, Paraguay, Philippines and Vietnam). All 83 surveyed individuals were representatives of client institutions and had participated as knowledge recipients in exchanges completed in 2019 (see Annex 1). A total of 33 participants responded to the survey, representing a response rate of 40%.

Over 96% of the respondents said that the knowledge exchange they participated in had been useful to them and their organization. When asked how the exchange was helpful, most respondents indicated that it raised awareness of new possibilities and directions, and helped improve collaboration and strengthen networks among practitioners. One fourth of the respondents would have liked to see more follow-up support after the exchange. A few extracts from participants responses are provided below:

"After the study tour, the level of stakeholders' commitment raised and they have started cooperating in the implementation of reforms related to their organizations"

[From participant in the exchange "Governance Structures for Business Environment Reforms in Afghanistan"]



"It [the knowledge exchange] enabled me to strengthen the customer service unit at the Liberia Land Authority in dealing with clients"

[From participant in the exchange "Establishing a Land Administration System in Liberia"]



"The South-South knowledge exchange has been helpful. It is important that good experiences from other places can be shared to improve policies and programs and enhance growth and sustainable development in other parts of the world"

[From participant in the exchange "Establishing a Land Administration System in Liberia"]



"The experience was really enriching, and the situations and realities of the chosen countries were similar to ours. Excellent."

[From participant in the exchange "Paraguay Learning from Uruguay and Chile on Health Sector Reform"]



3.4 NEW WEBSITE

A new South-South Facility website was launched in March 2019. Accessible at www.southsouthfacility.org, it offers a more user-friendly interface and allows for an easier navigation. The Facility's results are now more prominently featured through an interactive map and a searchable database of Results Stories.

Under the Results tab, the SSF results chain and performance indicators are displayed. These indicators will be regularly updated based on the outcomes of the SSF client survey carried out annually.

The new website features various resources for results-focused knowledge exchanges, including the Art of Knowledge Exchange toolbox and the Organizational Knowledge Sharing (OKS) methodology and tools. The website also includes testimonials from SSF clients.





4: SSF FINANCES

4.1 FINANCIAL SUMMARY

Table 5. SSF accounts statement as of December 31, 2019 (in US\$)

Inflows	
Donors Contributions	US\$ 15,764,226.72
Investment Income	US\$ 341,872.42
Other receipts	US\$ 47,790.41
Total Inflows	US\$ 16,153,857.05
Disbursements	
Disbursements on knowledge exchanges	US\$ 13,633,332.13
World Bank administration fee	US\$ 285,283.88
Program Management and Administration (SSF Secretariat ⁶)	US\$ 1,283,037.44
Total Disbursements	US\$ 15,201,653.45
Commitments	
Commitments for knowledge exchanges	US\$ \$ 466,173.68
Total Commitments	US\$ 466,173.68
Available Balance as of 12/31/2019	US\$ 486,029.92

Table 6. Partner contributions 7/25/2008 (date of inception) to 12/31/2019

Country	Contribution
China	US\$ 2,300,000.00
Colombia	US\$ 1,500,000.00
Denmark	US\$ 1,947,720.87
India	US\$ 1,448,140.09
Indonesia	US\$ 1,500,000.00
Mexico	US\$ 276,965.76
The Netherlands ⁷	US\$ 1,000,000.00
Russia	US\$ 1,500,000.00
Spain	US\$ 3,291,400.00
United Kingdom	US\$ 1,000,000.00
Total	US\$ 15,764,226.72

⁶ also includes partnerships, communication, and results dissemination

⁷ The Netherlands left the SSF partnership in 2012



ANNEX 1:
SSF funded knowledge exchange
grants closed in 2019

No.	Grant Name	Knowledge Receiving Countries	Knowledge Providing Countries	Topics
1	Following the Carbon for Clean Energy in Asia	China, India, Indonesia, Pakistan, Vietnam, Philippines	China, India, Mexico, Singapore, Brazil, Peru, South Africa, United Arab Emirates, Japan, Korea, United Kingdom, Australia, Denmark, Spain, United States	Energy, Climate Change
2	Governance Structures for Business Environment Reforms in Afghanistan	Afghanistan	Morocco	Fragility, Conflict and Violence, Private Sector Development
3	Establishing a Land Administration System in Liberia	Liberia	Ghana, Rwanda	Rule of Law, Social Inclusion
4	India Learning from the Productive Alliances Approach in Brazil	India	Brazil	Agriculture, Public Private Partnerships
5	Learning about School Leadership in Latin America and the Caribbean	Dominican Republic, Guatemala	Chile, Brazil, Colombia, United States	Education
6	Paraguay Learning from Uruguay and Chile on Health Sector Reform	Paraguay	Chile, Uruguay	Health
7	Reform and Innovations for Better Integrated Care in Vietnam – Lessons from China	Vietnam	China	Health
8	Strengthening Skills for Community-based Initiatives in Conservation Areas in Mozambique	Mozambique	Brazil	Environment, Social Inclusion
9	Strengthening the water sector institutional development project in Angola	Angola	Colombia	Water, Public Administration
10	Development of a National M&E system for Rural Water Supply and Sanitation in Kyrgyzstan	Kyrgyz Republic	Colombia, Panama, Bolivia	Water, Rural Development, Sanitation and Waste Management



ANNEX 2:
Active SSF grants
as of December 31, 2019

No	Grant Name	Knowledge Receiving Countries	Knowledge Providing Countries	Topics
1	South-South Action Learning Support to Climate Action Peer Exchange	Burkina Faso, Chile, Cote d'Ivoire, Indonesia, Mali, Morocco, Philippines, Vietnam	Morocco, Vietnam, Philippines, Chile	Climate Change, Public Finance Management
2	Learning Platform to enhance results of gender empowerment programs in Sahel	Burkina Faso, Chad, Cote D'Ivoire, Mali, Niger, Mauritania	Egypt, Nigeria, Burkina Faso, Chad, Cote D'Ivoire, Mali, Niger, Mauritania	Gender, Social Inclusion, Education
3	African and Asian countries learning from Brazil's best practices on Integrated Urban Water Management	Ethiopia, Ghana, Indonesia	Brazil	Water, Urban Development, Sanitation and Waste Management
4	Peer Learning on Integrated Urban Transformation	China, Colombia, Congo, Democratic Republic of, India, Indonesia, Kenya, Rwanda, South Africa, Tanzania, Senegal, Vietnam	China, Colombia, Congo, Democratic Republic of, India, Indonesia, Kenya, Rwanda, South Africa, Tanzania, Senegal, Vietnam	Urban Development
5	Strengthening the Local Economic Development of Local Governments Hosting Forcibly Displaced People	Lebanon, Jordan, Iraq, Turkey, Ethiopia, Kenya, Uganda, Djibouti, Afghanistan	Armenia, Turkey, Jordan, Lebanon	Fragility, Conflict and Violence, Economic Growth and Planning, Social Inclusion
6	Improving Urban Transport in Dhaka – Lessons from Colombia	Bangladesh	Colombia	Urban Development, Transportation
7	Improving Kenya infrastructure through private financing	Kenya	Malaysia	Public Private Partnerships, Financial Sector
8	The challenge of sustaining and scaling-up productive safety nets systems	Guinea	Rwanda, Ethiopia	Social Protection, Social Inclusion
9	Strengthening the regional Community Driven Development network in Africa Fragility, Conflict, and Violence contexts	Cameroon, Guinea, Nigeria	Cameroon, Guinea, Nigeria	Fragility, Conflict and Violence, Social Inclusion
10	Developing early childhood education in Djibouti and Morocco	Djibouti, Morocco	Mauritius	Education, Gender
11	Multi-sectoral community mobilization for stunting reduction	Senegal	Malawi	Health, Nutrition and Food Security
12	Increasing capacity to promote rural development for communities around protected areas	South Africa	Namibia	Fishing and Forestry, Rural Development
13	Building capacity through peer-learning from India to strengthen female youth entrepreneurship	Bangladesh	India	Gender, Private Sector Development
14	Approaches to effective air route development in Madagascar	Madagascar	South Africa	Fishing and Forestry, Rural Development



ANNEX 3:
Countries providing and receiving
knowledge through SSF funded
exchanges 2008–2019

Countries	Number of exchanges as knowledge provider	Number of exchanges as knowledge recipient
Afghanistan	0	5
Albania	1	1
Algeria	0	1
Angola	0	2
Antigua and Barbuda	0	1
Argentina	5	2
Armenia	1	6
Australia	1	0
Azerbaijan	0	1
Bangladesh	8	8
Barbados	1	1
Belize	1	2
Benin	1	2
Bhutan	1	3
Bolivia	5	10
Bosnia and Herzegovina	0	1
Botswana	2	2
Brazil	41	2
Bulgaria	2	0
Burkina Faso	5	5
Burundi	0	1
Cabo Verde	3	3
Cambodia	1	1
Cameroon	2	3
Canada	1	0
Central African Republic	0	2
Chad	1	3
Chile	20	1
China	23	4
Colombia	26	2
Comoros	0	1
Congo, Democratic Republic of	1	2
Congo, Republic of	0	3
Costa Rica	3	0
Cote d'Ivoire	2	1
Croatia	5	1
Czech Republic	1	0
Denmark	1	0
Djibouti	0	5
Dominica	1	3

Countries	Number of exchanges as knowledge provider	Number of exchanges as knowledge recipient
Dominican Republic	6	1
Ecuador	4	3
Egypt, Arab Republic of	2	3
El Salvador	2	3
Equatorial Guinea	0	1
Estonia	1	0
Ethiopia	5	9
Gabon	0	1
Gambia, The	1	2
Georgia	3	2
Ghana	3	9
Grenada	1	5
Guatemala	2	2
Guinea	3	7
Guinea-Bissau	0	1
Haiti	0	6
Honduras	2	10
Hungary	1	0
India	31	14
Indonesia	12	9
Iraq	0	1
Jamaica	7	5
Japan	2	0
Jordan	3	1
Kazakhstan	1	1
Kenya	6	7
Korea, Republic of	3	0
Kosovo	0	1
Kyrgyz Republic	0	6
Lao People's Democratic Republic	2	5
Latvia	1	0
Lebanon	1	2
Lesotho	1	2
Liberia	3	4
Madagascar	1	5
Malawi	1	1
Malaysia	10	0
Maldives	0	1
Mali	2	6
Mauritania	1	4

Countries	Number of exchanges as knowledge provider	Number of exchanges as knowledge recipient
Mauritius	4	3
Mexico	17	4
Moldova	3	6
Mongolia	2	3
Morocco	6	7
Mozambique	2	6
Myanmar	0	2
Namibia	3	0
Nepal	3	4
Nicaragua	3	10
Niger	4	12
Nigeria	4	10
North Macedonia	2	1
Oman	6	1
Pakistan	4	4
Panama	6	1
Papua New Guinea	1	2
Paraguay	1	4
Peru	11	3
Philippines	13	6
Romania	5	1
Russian Federation	3	4
Rwanda	8	6
Sao Tome and Principe	0	2
Senegal	4	7
Serbia	1	0
Seychelles	1	0
Sierra Leone	0	1
Singapore	3	0
Slovak Republic	1	0
Slovenia	1	0
Solomon Islands	0	1
Somalia	0	1
South Africa	15	3
South Sudan	0	2
Spain	1	0
Sri Lanka	2	2
St. Kitts and Nevis	1	2
St. Lucia	2	7
St. Vincent and the Grenadines	1	4

Countries	Number of exchanges as knowledge provider	Number of exchanges as knowledge recipient
Sudan	0	2
Suriname	1	1
Tajikistan	0	9
Tanzania	1	11
Thailand	6	1
Timor-Leste	1	2
Trinidad and Tobago	1	1
Tunisia	4	5
Turkey	5	1
Turkmenistan	0	1
Uganda	2	9
United Arab Emirates	2	0
United Kingdom	1	0
United States	4	0
Uruguay	6	0
Uzbekistan	0	3
Vanuatu	1	1
Vietnam	7	20
West Bank and Gaza	0	1
Yemen, Republic of	0	4
Zambia	3	5



The World Bank
1818 H Street, NW
Washington, DC 20433, USA