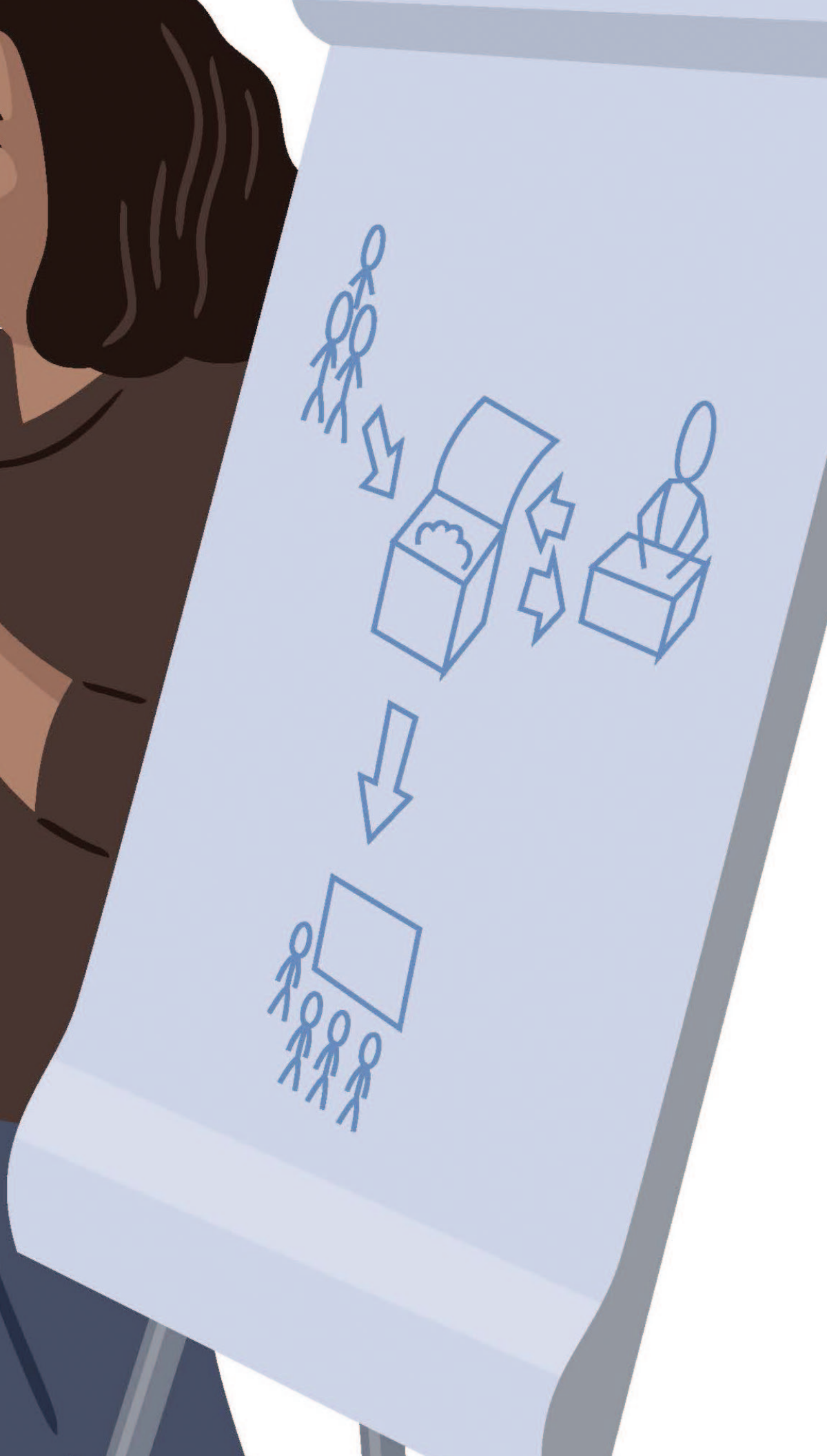


ORGANIZATIONAL KNOWLEDGE SHARING

Building More Effective Organizations through Systematic
Use of Experiences



The World Bank's Organizational Knowledge Sharing program helps public sector institutions learn from their own experience. Institutions in the program build the organizational infrastructure and acquire the skills to:

- » **Execute a proven discipline of documenting and sharing operational knowledge**
- » **Solve critical challenges and scale up solutions**

The World Bank collaborates with organizations to integrate this discipline of knowledge sharing and peer learning into their core operations.





Why Knowledge Sharing?

Country institutions often look outside their organizations for ways to improve, often not recognizing that solutions can come from the operational experiences of their colleagues and partners.

- » Organizations may share the “know what” but have no access to their “know how”
- » Solutions devised by teams for one case don’t get scaled up to meet related challenges in other cases
- » New programs don’t benefit from past lessons
- » Critical know-how held by only a few key leaders is lost when they leave the organization
- » Younger staff are often unprepared to take on more responsibilities

What is holding them back? They lack the needed enabling environment and tools to capture and learn from their operational experiences.

To meet that need, World Bank clients from a variety of sectors have collaborated with the World Bank’s Knowledge Sharing program. They range from existing centers of excellence to institutions aspiring to become knowledge-powered organizations:

Argentina:	Ministry of Interior	Kenya:	Ministry of Devolution and Planning
China:	Shanghai National Accounting Institute Asia-Pacific Finance and Development Institute		Ministry of Public Service, Youth & Gender (MPYG) Council of Governors (CoG) Kenya School of Government (KSG)
Colombia:	National Statistics Agency (DANE) International Cooperation Agency (ACI), City of Medellin	Korea:	Korea Development Institute
Ethiopia:	Ministry of Agriculture	Multi Country:	Lake Victoria Basin Commission
India:	National AIDS Control Organisation (NACO), Ministry of Health Government of India—Swachh Bharat Mission (Gramin)	Nigeria:	Federal Ministry of Agriculture and Rural Development Lagos Metropolitan Area Transport Authority
Indonesia:	National Disaster Management Authority (BNPB) Ministry of Villages Ministry of Development Planning (BAPPENAS)	Senegal:	Ministry of Education
		Togo:	Ministry of Energy and Mining Ministry of Infrastructures and Transport
		Uganda:	Ministry of Agriculture, Animal Industries and Fisheries
		Vietnam:	Ho Chi Minh National Academy of Politics (HCMA)

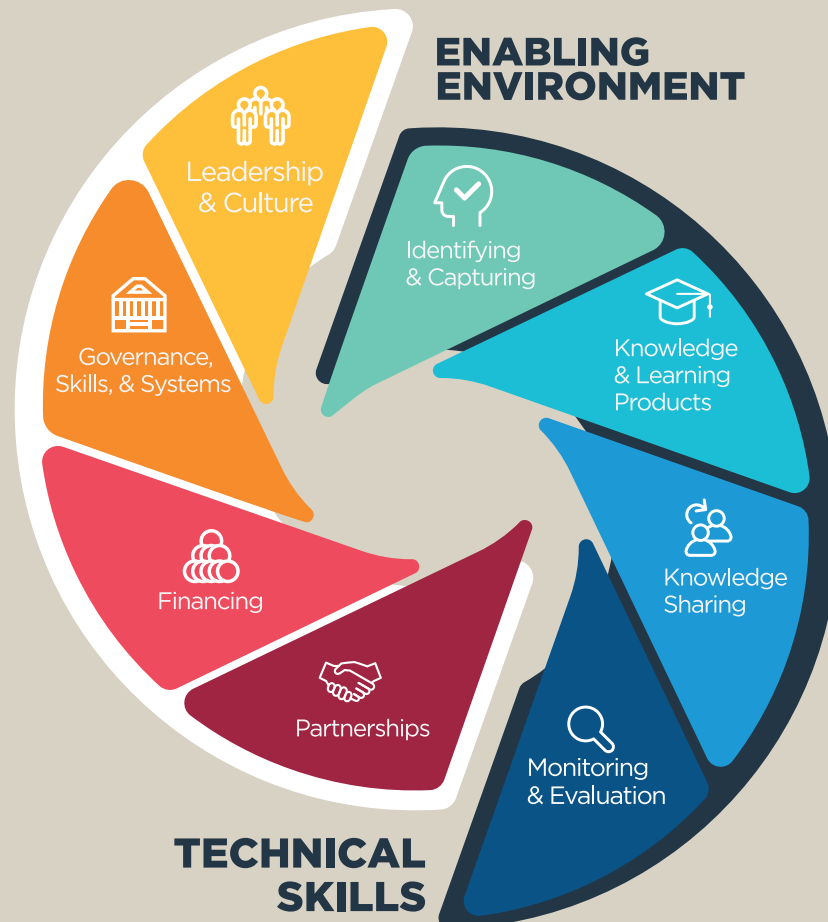
Together, these programs support World Bank-financed projects totaling more than \$3.5 billion.

How the Program Works

The Knowledge Sharing program complements the World Bank's lending and technical assistance support. Knowledge and learning are at the heart of many mission-critical operations. The program benefits client operations by targeting challenges that can be overcome through smart capturing and sharing of solutions.

An organizational culture that promotes high-quality knowledge capture, knowledge sharing, and learning is built with action on two fronts: (1) creating the enabling environment for it and (2) developing the technical skills it requires.

Under the program, partner institutions design and implement their own agenda. Unlike many classic knowledge-management approaches, the program focuses on capturing experiential knowledge. It then turns those documented lessons into accessible formats that can be shared, taught, adapted, and replicated. To this effect the World Bank has developed an Organizational Knowledge Sharing framework that outlines institutional capacity development areas to improve both the enabling environment for knowledge sharing and build technical capacities to systematize knowledge capturing and sharing efforts.





What the Program Offers

Through knowledge sharing, clients typically want to (1) become more effective, (2) become more resilient to staff turnover, and (3) replicate and scale up successes and/or development solutions. Here is what the program can help organizations achieve in those areas:

1. Greater effectiveness

- » A knowledge-sharing culture based on clear incentives and an adequate budget
- » Just-in-time access to knowledge
- » Evidence-based decision making at all levels
- » Better self-monitoring

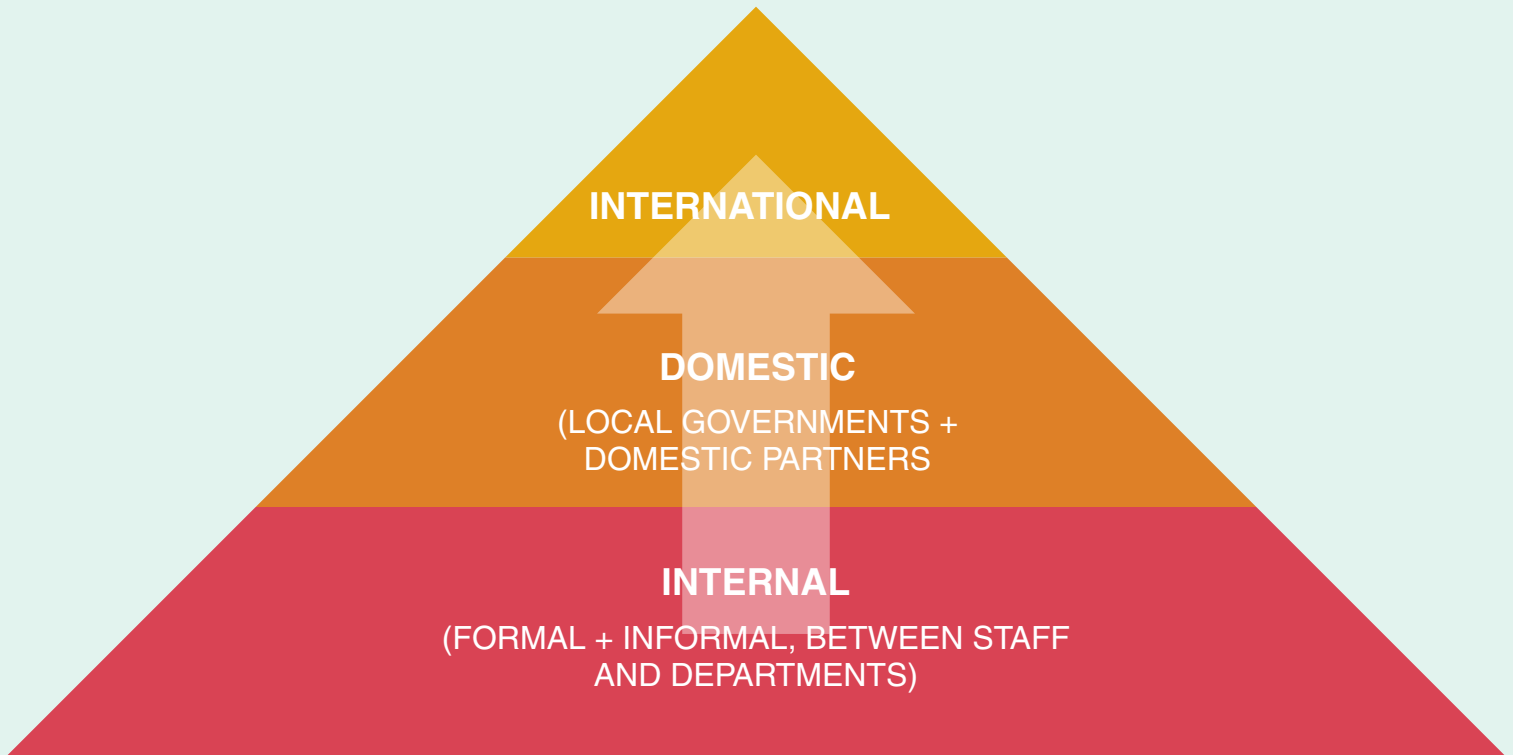
2. Greater resilience

- » Systematic documentation of the what, when, and how of successes
- » Reduced loss of knowledge from staff turnover
- » Improved knowledge for new and young staff

3. Replication and scale successes and/or development solutions

- » Successes captured and shared to accelerate development
- » More results-focused preparation for knowledge exchange

Measurable indicators are defined together with the client. Further details are available in the brochure “Knowledge Sharing—A Results Framework for Organizational Knowledge Sharing.”



Internal, Domestic, International

The program builds organizational knowledge sharing at three levels: (1) internally, between staff, teams, and departments to increase knowledge flows within the organization, (2) domestically to strengthen knowledge sharing with local and national partners, and (3) internationally to respond to demand for peer learning from other countries.

The program builds these capabilities progressively. Once the structures for knowledge sharing internally and domestically have been developed, the same approaches, capabilities, and structures can usually also be applied for international knowledge sharing.

The Engagement Process

Support typically lasts between one to three years and benefits from a suite of offerings that have been continuously refined with public sector organizations around the world. They include assessment and visioning exercises, participatory workshops, action-learning based offerings, guidebooks, communities of practice, and hands-on local advisory support by a worldwide network of senior engagement facilitators.





Results

Partner institutions report a high degree of satisfaction and a strong sense of ownership, a key ingredient for a successful transformation.

In Indonesia, the minister responsible for disaster management has mandated scaling up the knowledge-sharing program to cover all 400 local agencies.

Colombia's National Statistics Agency (DANE) has used the program's support to build a more open organizational culture with more cross-departmental collaboration and a focus on building a durable institutional memory of good practice.

The Lagos Metropolitan Area Transport Authority (LAMATA) has significantly strengthened its international knowledge sharing.

In Kenya the Council of Governors has instituted 'Maarifa Centre', a national knowledge brokering and sharing platform on Kenya's devolution experience. The platform allows counties to learn from peers about service delivery solutions and innovations.

The strong commitment of the partner institutions is reflected in the dedicated budgets for knowledge sharing and learning that each has established.

For more information, please visit knowledgesharingfordev.org.



knowledgesharingfordev.org