The Knowledge Bank in Action

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The Knowledge Bank in Action

Outline of Presentation

- Challenges in Development
- Vision of a Knowledge Bank
- Implementing the Knowledge Bank
- How Well are we Doing?
- What have we Learned?
- Concluding Remarks
Challenges in Development

- Of the 4.7 billion people who live in the World Bank client countries:
  - 3 billion live on less than $2 a day and 1.2 billion on less than $1 a day.
  - Nearly 3 million children in developing countries die each year from vaccine-preventable diseases.
  - 113 million children are not in school.
  - More than 40 million people are living with HIV-AIDS.
Challenges in Development

- 11 million children die each year in developing countries—70% die from communicable diseases.
- Almost half the world’s population is under the age of 24.
- Half of the 14,000 new HIV infections that occur each day are in young people aged 15-24.
- More than 50 percent of young people of working age cannot find a job. With alarming frequency, youth are becoming involved in conflict—either as victims or, just as tragically, soldiers.
Corruption is the single greatest obstacle to economic and social development. It undermines development by distorting the rule of law and weakening the institutional foundation on which economic growth depends (the Bank has Programs to fight corruption in almost 100 countries).

The Bank works in 40 conflict-affected countries, supporting international efforts to assist war-ravaged populations.
The World Bank Group

- One of the world's largest sources of development assistance
- Primary focus of helping the poorest people and the poorest countries.
- Works in more than 100 developing economies.
- About 10,000 staff working across the globe, with 109 Country Offices.

“To help people help themselves and their environment by providing resources, sharing knowledge, building capacity, and forging partnerships in the public and private sectors”
“We have been in the business of researching and disseminating the lessons of development for a long time. But the revolution in information technology increases the potential value of these efforts by vastly extending their reach. To capture this potential, we need to invest in the necessary systems, in Washington and worldwide, that will enhance our ability to gather development information and experience, and share it with our clients”.

October 1996
Vision of a Knowledge Bank

- through Economic and Sector Work research evaluation
- through learning from the outside world...
- and learning our successes from failures and
- with our clients, partners and outside world...
- through products and services...
- with staff in the organization

Knowledge Sharing at the World Bank
Vision of a Knowledge Bank

Business survival requires sharing knowledge.
- **Speed:** faster cycle times
- **Quality:** better quality service
- **Innovation:** testing new approaches
- **Costs:** eliminating unnecessary processes

Lending alone cannot achieve poverty reduction.
- Knowledge sharing brings new actors
- Global access to development know-how can complement local knowledge
- Technology allows to scale up knowledge sharing and learning
Vision of a Knowledge Bank

1. Improving the Bank’s **operational quality and effectiveness** through knowledge sharing and learning.

2. Enhancing the **sharing of knowledge** with our clients and partners.

3. Enhancing **client capacity** to access and make effective use of knowledge, whatever the source.
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>1996</td>
<td>James Wolfensohn announces Knowledge Bank Matrix Organizational Structure Thematic Groups launched and Advisory Services created</td>
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<td>1997</td>
<td>Strategic Compact approved Global Knowledge Conference convenes</td>
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<td>1998</td>
<td>All World Bank offices linked to a global communications system Innovation Marketplace launched Knowledge sharing becomes part of the Overall Performance Evaluation</td>
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<td>1999</td>
<td>The World Development Report on Knowledge for Development published Action Review of Knowledge Management released</td>
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<td>2000</td>
<td>The Global Development Learning Network launched The Development Gateway launched Knowledge for Development program established</td>
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<td>2001</td>
<td>Strategic Compact Assessment released</td>
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<td>2002</td>
<td>Three pillars of knowledge sharing at the Bank firmly established World Bank Institute given mandate to lead/facilitate</td>
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<td>2003</td>
<td>KM job standards introduced Evaluation of Knowledge Sharing (OED)</td>
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Implementing the Knowledge Bank

**Easier**
- Collecting (Knowledge repositories) 1997 …
- Connecting internally (Knowledge Communities or Thematic Groups) 1998…
- Connecting externally (Knowledge Partnerships, Gateway, GDLN) 1999 …
- Brokering global knowledge, Facilitating adaptation to local knowledge, Connecting stakeholders, and acting as a Catalyst for change 2002 …

**More difficult**
Implementing the Knowledge Bank

Within 7 years

- **Thematic Groups** (80 communities of practice)
- **Advisory Services** (25 help desk facilities)
- **Sector Knowledge Collections** (Web)
- **Country/Sector Statistics** (Live Database)
- **Directories** (People Page)
- **Debriefing** (tacit knowledge download)
- **Indigenous Knowledge** (Africa IK)
- **Global Development Gateway**
- **Development Forum** (Discussion Groups)
- **B-SPAN** (webcasting)
- **Dissemination** (formal/informal learning)
Implementing the Knowledge Bank
Communities of Practice

- Organized by sector or across sectors
- Support core Bank functions
- Funded by Sector Boards and accountable to them
- Rely extensively on knowledge partnerships
- Use a broad range of technology

Thematic Groups are the core of the Bank Knowledge Management System. They have developed very fast. There are now more than 80 Thematic Groups, throughout the Bank.
Capturing tacit knowledge from operational experiences.
“What was done, and how it was done”.

Video taping of narrative (‘story telling’).

Synthesis of themes in 2-5 minute video clips.
Implementing the Knowledge Bank

Brokering global knowledge

http://www.developmentgateway.org
Implementing the Knowledge Bank
Sharing knowledge with clients and partners

http://www.gdln.org
## Implementing the Knowledge Bank

### Connecting Development Practitioners

### Misión

Gomos una red intermunicipal de intercambio de conocimientos técnicos para el mejoramiento de las capacidades de gestión de especialistas con formación y experiencia en temas urbanos y municipales.

### Colecciones del Conocimiento

Organizadas por temas y estructuradas por nivel. Las colecciones incluyen casos de estudio, herramientas, y recursos (manuales, organizaciones, enlaces, glosario y bibliografía).

- **Mejoramiento de Barrios**
- **Gobierno en Línea**
- **Saneamiento Ambiental**
- **Finanzas Municipales**
- **Prevención de Desastres**
- **Transporte Urbano**
- **Rehabilitación de Centros Históricos y alivio de la pobreza**
- **Telecentros**

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### Talleres

Los talleres temáticos establecen un primer contacto entre los expertos municipales y el objetivo principal es compartir experiencias de cada ciudad capital, así como establecer una lista prioritaria de problemas comunes a

### Directores de Redes de Cooperación

- Administradores/ Gerentes Generales
- Mejoramiento de Barrios
- Gobierno en Línea
- Saneamiento Ambiental
- Finanzas Municipales
- Prevención de Desastres
- Transporte Urbano
- Rehabilitación de Centros Históricos y alivio de la pobreza
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http://ayudaurbana.com/index.htm
How well are we doing?
Staff Survey

- “I am able to access the knowledge and information I need to do my job” (from 72% in 1999 to 83% favorable in 2003)
- "How do you rate the World Bank Group's delivery of global knowledge or best practices in the form of products and services that meet client needs?“ (70% favorable in 2003)
- "I have adequate opportunities to learn new skills to do my job better" (65% favorable in 2003)
How well are we doing?  
External Benchmarking

- Bank recognized as one the Most Admired Knowledge Enterprise (Know Network) in 2003, 2002, 2001, 2000
- Bank named as Best Practice Partner by American Productivity and Quality Center (APQC)
- 2002 Using KM to Drive Innovation (along with 3M, Millennium Pharmaceuticals, NASA/JPL, Boeing/Rocketdyne)
- 2001 Retaining Valuable Knowledge (along with Best Buy, Corning Inc., Northrop Grumman, Siemens AG, Xerox Connect)
- 2000 Building and Sustaining Communities of Practice (along with Cap Gemini Ernst and Young, Daimler Chrysler, Ford, Schlumberger, Xerox Corporation)
How well are we doing?  
**Client Feedback**  

Client perception of Bank effectiveness  

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<th>Importance of issue to client</th>
<th>Client perception of Bank effectiveness</th>
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Knowledge Sharing at the World Bank  

Source: Africa client surveys
The Bank’s efforts to improve development outcomes, by fully exploiting both the revolution in information technology and the Bank’s comparative advantage as a source and aggregator of development knowledge, are highly relevant to client needs, international development practices, and Bank interactions with its clients. The Bank has made good progress in establishing the tools and activities to support the knowledge initiative.

But …..

First, the Bank could do more to apply its knowledge-sharing tools directly to the Bank’s core business processes (direct support for task teams in their operational work). Second, Regional units, country teams and task managers could usefully develop a more strategic approach to the knowledge dimensions of the Bank’s service to its clients.
What have we learned?
Recognizing key role of leadership

- Vision of a Knowledge Bank
- Strategic Compact agreed with the Board
- Challenging the organization internally
- Consistent communications
- Walking the talk
- Inspiring (the new frontier)
What have we learned?

Empowering Change agents

- Idea Practitioner (identify, package, advocate …)
- Change Agents (test, modify and make things happen)
- Community Leaders (energize CoPs members, and provide incentives to early adopters)
What have we learned?
Nurturing Knowledge Communities

- Connecting and Collecting
- Building on informal networks
- Identifying the right leaders
- Communicating success stories
- Integrating with core business processes
- Balancing creativity and accountability
What have we learned?
Scaling up with Technology

- Global Satellite Communications Links connecting HQ and Country Offices
- Videoconferencing (satellites, ISDN, IP)
- Interactive TV (TV broadcasting by satellite and interaction via phone, fax, e-mail)
- Web—online learning applications (WebCT®, Netg®, Element®, VLE)
- Webcasting—web-based video casting (Realserver®)
- Online discussions and newsletters (Lyris®)
What have we learned?
Focusing on the value proposition

- Adding value to the front lines
- Demand driven, not supply driven
- Responding to specific problems
- Addressing knowledge gaps
- Becoming an integral part of the country strategy
What have we learned?
Changing behavior through Incentives

Client Orientation
Drive for Results
Teamwork

Learning and Knowledge Sharing: open to new ideas; shares own knowledge; applies knowledge in daily work; builds partnerships for learning and knowledge sharing.
What have we learned?

Communicating and Recognizing

- Relentless communication
- Change packaging and marketing
- Early wins and success stories
- Celebrating achievements
What have we learned?
Understanding resistance to change

- Lack of engagement of Senior/Middle Management
- Limited attention span: the next priority
- Hiding behind jargon
- Sitting on the fence
- Some will never get it
- Silos mentality and lack of cooperation among units
What have we learned?

Allowing a flexible governance structure

- Knowledge is part of everything the Bank does
- KS does not fit neatly in any organizational structure
- Governance needs to evolve flexibly
- Ultimately KS needs to be mainstreamed
Challenges ahead: internally

- Mainstreaming KS in Core Operational Processes
- Consolidating Knowledge and Learning Objects

Challenges ahead: externally

- Knowledge Sharing for Capacity Development
- Scaling up through partner institutions, through cutting edge client knowledge sharing and learning processes, and through technology
A shift in Development Paradigm:
- Creating multiple knowledge flows.
- Empowering through access to knowledge.
- Developing communities of learners.
- Building strong knowledge partnerships.

Requiring a change in the way we work:
- Expanding the concept of team.
- Changing the organizational culture.
- Listening and Facilitating
- Learning to “unlearn”.

Knowledge Sharing at the World Bank