

# HIGHLIGHTS & REFLECTIONS



## Accelerating Impact through Knowledge Sharing and Exchange

Building on the first exciting day of HLM3, the discussion of knowledge sharing (KS) continued around how it is a critical contribution to the Sustainable Development Goals (SDGs), many of which are highly complex and require specialized knowledge beyond sector silos.



### Making an Impact

This is particularly true for areas such as migration and urban development. Horizontal KS - across ministries/sector - is growing with more line ministries and sector agencies building their capacities

to capture and share their best solutions, and increasingly looking beyond institutional boundaries. "We are trying to familiarize our programs by training and knowledge sharing in the country. With this, we can demonstrated to wider groups and we are getting lessons on approach from other development countries for poor people such as from Brazil and India," explains Berhanu Woldemichael Washie, Director, Food Security Coordination Directorate, Ministry of Agriculture and Natural Resources Ethiopia.

This horizontal sharing also directly impacts delivery of public services in complex policy areas, where country institutions are advancing in their understanding of how to capture and retain expertise, and replicate successful approaches in design and implementation. Washie says, "There are many partners in implementing social protection activities. We needed interfacing and sharing experience. We need the different actors to come together."

### Why systematize?

A critical element for using KS to achieve the SDGs lies in the capacity to systematize public policy experiences. "We should be strategic for knowledge sharing," says Paula Hernández Holmos, National coordinator, Prospera Program, Mexico. Among many approach and tools that they use, Holmos says "We use the cloud. And now we are giving voice to the communities, a transformational dialogue." Systematizing experiences needs to include not only the government perspective, but also with the knowledge of private sector, civil society and especially academia explained Holmos. This is particularly relevant in capturing local knowledge, and experiences with national public policies at the local level.





## Scaling up Solutions via Knowledge Sharing

To be scalable, knowledge sharing has to respond to demand and the need to know how to go to the next step. These are the key points in International Fund for Agriculture's approach according to Adolfo Brizzi, Director, Policy & Technical Advisory Division. "We looked at knowledge products. Most of it was good, but how much of it was being used? Not much because it was not based on demand often times," said Brizzi. They learned through client surveys that the need for knowledge was not "what to do" but rather "how to do." IFAD realized that their main instruments of knowledge, policy dialogue, and project lending consists of different people, different

timelines and different incentives. Often times this can pose the challenge of working in silos with different dynamics. This complexity leads to the challenge that if you have many clients and are not organized, then how do you scale up. Brizzi explains that "You need to integrate these three instruments. You need to have a compact."

The question was raised, what are the pathways to scale up? In Brizzi's experience, one pathway is government, not money, because it is not as important as knowledge. Second, private sector is a pathway as a key ally. Third, donors become pathways when they "pick-up" projects. And fourth is the most powerful – self-replication says Brizzi. Clients are at the center and they become knowledge users and generators.

### FLASH

Since the discovery of diamonds in 1867 and gold in 1886, South Africa has grown into one of the three largest mining-producing countries in the world. Today, mining represents 8% of the GDP says Barry Kistnasamy, Compensation Commissioner, Department of Health, South Africa. But with this success, comes a serious health issue of tuberculosis from the exposure to silicone dust.

Scaling up efforts to address and solve this health issue a complex challenge because of multiple factors including the many actors from the private sector and government, delivery of social services, and the migratory nature of the workers. To scale-up in service delivery, Kistnasamy explained that their approach involves activities such as conferences, policy dialogue, significant evidence base and mapping. It is non-dominance of one country and collaboration that works for scaling up knowledge sharing locally as well as cross-border.

## Our Journey Together, Today, Tomorrow and the Future

"There has been a buzz around the Bank," said Abha Joshi-Ghani, Director, Leadership, Learning and Innovation, The World Bank. "This forum gives your work and knowledge sharing amazing visibility." Joshi-Ghani explains it also raises understanding of several common themes:

- ⊕ Knowledge Sharing is a driver of global development. For Knowledge Sharing to thrive, it needs to be support by sound policy at the national and international level.
- ⊕ There is much to learn and we need platforms to share solutions and to discuss. Each of us can create these platforms.
- ⊕ We need to implement just-in-time now. We need knowledge and solutions that we can adapt, contextualize and use. And it needs to be programmatic.
- ⊕ We need to further help countries' institutions strengthen their capacity for systematic knowledge capturing and sharing.

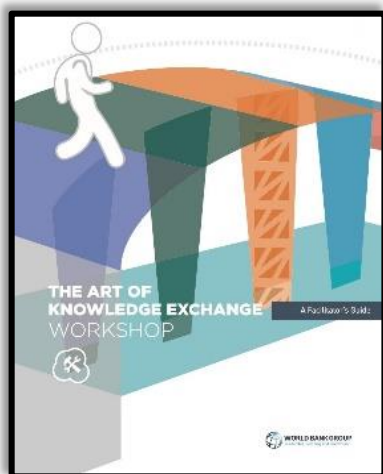
"Many of us know what to do, we just don't know how to do it until we know relevant and content specific solutions," says Joon-Kyung Kim, President, Korea Development Institute, Republic of Korea. Kim goes on to explain that we must ask ourselves, do you promote problem-solving, learn by asking questions, value collaboration and share. Kim believes that together, incentives and knowledge sharing does lead to meaningful outcomes.

"We have heard a tremendous amount about how we all have learned from mistakes," said Steffen Janus, Program Manager, Knowledge Sharing, World Bank. "And together, from these two critical days, we leave with solutions."

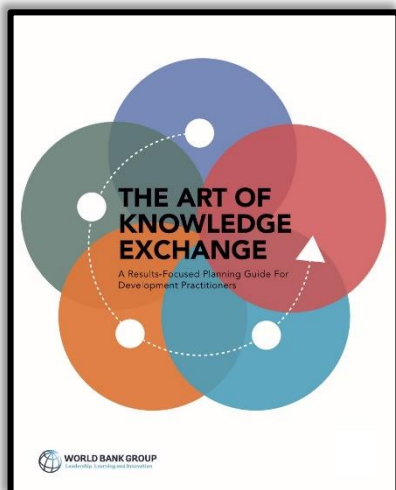


## TOOLS YOU CAN USE

## The Art of Knowledge Exchange – Facilitator Guide



## The Art of Knowledge Exchange – A Results-focused Planning Guide for Development Practitioners



Download at:  
<http://wbi.worldbank.org/sske/>

## Leveraging Learning to Address Wicked Problems

When success becomes your biggest problem, knowledge sharing can be the solution. In the case of the Lagos Metropolitan Area Transport Authority (LAMATA) in Nigeria, their Bus Rapid Transport System (BRT) had 200,000 people, more than 3 times the ridership than projected, on the first day of service. According to Olurinu Jose, Director of Business Systems for LAMATA, as they solved one problem, inherent in the solution was another “wicked problem” and a new set of challenges.

Capacity building is a key concern for addressing the challenges and solving the problems. Expertise in the local transportation sector pool did not exist when LAMATA formed. They realized that there were gaps in people leaving and they were reinventing solutions to problems they had earlier solved but due to lack of sharing, that knowledge was not retained, documented, and shared.

Although LAMATA was already using continuous learning explained Jose, they didn't realize it because it was not as efficient and organized as they needed. Through Organizational Knowledge Sharing (OKS) engagements, LAMATA was able to improve their processes systematically. For example, there is a high level of interest domestically about their successes as well as internationally with numerous requests for knowledge exchanges. Utilizing the OKS approach, LAMATA increased collaboration with each of their departments. For example, LAMATA realized that in order for their stakeholder management to be effective, their planning and engineering teams need to collaborate. Jose explained that they utilized a critical reflection process to take a point in time and think of what they did, how they did it, what worked, and then document that information and use it for the next project. An example of this is when the existing BRT operator's service declined, they reflected on what had worked and what had not been working well as they pursued a different BRT operator implementation.

Other benefits focus on the cultural and capacity building aspects. Knowledge sharing allows people to feel they belong and have a stake in what happens without forcing them to participate. People have willingly participated and become knowledge sharing champions. It has been a very cost effective way to bring relevant information to the organization, as opposed to generic training offered externally that doesn't tailor to the local and organizational context. Jose stated that knowledge sharing is “opening a new world for LAMATA staff.”

### Sharing in the Energy



Thank You for Making Our Meeting a Success!