

KNOWLEDGE MANAGEMENT EXPERIENCE IN OTHER DEVELOPMENT AGENCIES

Institution	World Bank (WB)	United Kingdom Department for International Development (DFID)	United Nations Development Program (UNDP)	United States Agency for International Development (USAID)	Swiss Agency for Development and Cooperation (SDC)	Canadian International Development Agency (CIDA)
Name of Initiative	Knowledge sharing.	Knowledge sharing	UNDP's knowledge services.	Knowledge for development.	Knowledge development and learning processes.	Knowledge management initiative.
Starting Year	1996	2000	1999	2001	2001. Discussion started in 1998.	1999
Champion	President.	Director of Information/Communications.	Policy support coordinator.	Deputy assistant administrator, Bureau for Policy and Program Coordination (BPPC).	Director.	Vice president of Partnership Branch.
Responsible Department or Agency	World Bank Institute, Knowledge and Learning Services Division Operational units	Information and Civil Society Department (ICSD)	Bureau for Development Policy (BDP) Operational units and evaluation office.	BPPC—Business Transformation Executive Committee (BTEC) Knowledge Management and Sharing Subcommittee. Economic Growth and Trade Bureau and Global Health Bureau.	Thematic and Technical Resources Department (TTRD)	President's Office under the senior vice president. Director general of knowledge management.
Staff Involved	Core Knowledge Sharing team (7 people). Knowledge coordinators in regions, networks, and thematic groups like CoPs and other units.	Small core team (1–2 people). Information and knowledge staff in United Kingdom-based departments (5). Knowledge management staff in overseas offices.	All BDP staff allocate 10% of their time to knowledge management. Global thematic networks have network facilitators.	10 full-time.	One professional and limited support staff. Working group of 20 "peers."	Knowledge Management Secretariat (KMS, 4 people). Four knowledge management staff in each branch.
Resources	Decentralized; allocated among offices.	ICSD budget, program funds overseas and information technology capital budget.	Under BDP budget.	Dispersed through bureaus and missions.	No specific funding, but use budgets of TTRD and other units.	KMS operational budget and those of coordinating policy divisions of networks.

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Linkage of knowledge management to other initiatives	Integral to all World Bank strategic initiatives, including its Comprehensive Development Framework and Poverty Reduction Strategy.	Program to ensure access to documents when needed. E-business strategy. Integrated systems. Overview approach incorporates knowledge sharing issues.	Supports the corporate strategy as a practice-driven and knowledge-based organization.	A primary objective of USAID.	Personnel management strategy. Core Strategy 2010. Value-based organization initiative. Research, policy, and evaluation and controlling.	Strategy for managing people and policy statement on strengthening aid effectiveness. Part of overall initiative for organizational change.
Focus of knowledge management	CoPs (internal and external). Linking headquarters to country offices.	Internally focused at first, expanding to development partners later.	Helping countries build and share solutions to improve governance, poverty reduction, crisis prevention and recovery, energy and environment, information and communications technology, HIV/AIDS prevention.	Span extended with local, sectoral, regional, and global initiatives. Collaboration with partner organizations.	Knowledge and learning internally, and externally with government organizations, local administrations, and nongovernment organizations.	Connect people with similar interests to facilitate learning. External focus in the long term, but initial step has been taken to address organization's internal workings.

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Key Activities under knowledge management	CoPs, advisory services, coaching, mentoring, staff learning, and multisector team learning, video of briefing programs, indigenous knowledge programs, Web sites and E-discussions, global knowledge initiatives. Knowledge internship program, and dissemination of best practices, lessons learned, statistics, and research.	Networks, communities of practice, discussion groups; intranet—a key tool for knowledge sharing program; and knowledge and information competence for all staff.	Global knowledge networks (12), subregional resource facilities (9), networking and sharing knowledge between staff and partners, expert referrals and access to technical and program-related information, technical support for programs, and documentation and dissemination of experiences and best practices.	Knowledge management strategy under preparation, community-of-practice pilot projects, advisory service program development, Internet access to USAID's development project document store, expanded knowledge management. Inventory and "yellow pages" development, and knowledge management Web site.	Learning from strategic projects, discussion platforms such as CoPs, document management system (electronic), intranet, personnel management strategy; and knowledge development and learning profiles for staff, units, projects, and programs.	Integrating knowledge management and communications in competency profiles, developing human resource practices to more effectively support and reward staff who share knowledge, renewing systems and structures to better generate and share knowledge, and providing direct support to staff to assist them in creating and sharing knowledge.
Impact Measurement	Web statistics and client surveys of WB performance as a knowledge institution. Use knowledge sharing in staff performance evaluations. Benchmarking studies and surveys on CoPs and advisory services.	Annual snapshot study of DFID knowledge and communication environment. Internal audit includes knowledge sharing issues and post-implementation review of intranet.	Personnel and country office performance assessments and surveys. Collection of success stories. Knowledge-sharing indicator included in the UNDP balance scorecard.	Performance measures being defined to evaluate program effectiveness for CoP pilots, advisory services, and yellow pages.	Part of the monitoring and measurement of the core strategy.	Logic chain and performance evaluation framework. Key indicators: changes in partners' perception of CIDA, and in staff perceptions of managers' commitment to knowledge management.

Source: Based on agency submissions to the Knowledge Management Workshop, Ottawa, May 2003.

CoPs = communities of practice, KMS = knowledge management secretariat.