

UE17CS342

KNOWLEDGE MANAGEMENT CASE STUDY

THE WORLD BANK



WORLD BANK GROUP

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Introduction

The World Bank is an international financial institution that provides loans and grants to the governments of poorer countries for the purpose of pursuing capital projects. It comprises two institutions: the International Bank for Reconstruction and Development (IBRD), and the International Development Association (IDA). The World Bank is a component of the World Bank Group.

The World Bank was established in December 1945 at the United Nations Monetary and Financial Conference in Bretton Woods, New Hampshire. The intention behind the founding of the World Bank was to provide temporary loans to low-income countries which were unable to obtain loans commercially. The Bank may also make loans and demand policy reforms from recipients.

1944–1974

In its early years the Bank made a slow start for two reasons: it was underfunded, and there were leadership struggles between the US Executive Director and the President of the organization. When the Marshall Plan went into effect in 1947, many European countries began receiving aid from other sources. Faced with this competition, the World Bank shifted its focus to non-European countries.

The first country to receive a World Bank loan was France. The Bank's president at the time, John McCloy, chose France over two other applicants, Poland and Chile. The loan was for US\$250 million, half the amount requested, and it came with strict conditions.

1974–1980

From 1974 to 1980 the bank concentrated on meeting the basic needs of people in the developing world. The size and number of loans to borrowers was greatly increased, as loan targets expanded from infrastructure into social services and other sectors.

One consequence of the period of poverty alleviation lending was the rapid rise of Third World debt. From 1976 to 1980, developing world debt rose at an average annual rate of 20%.

1980–1989

During the 1980s the bank emphasized lending to service Third-World debt, and structural adjustment policies designed to streamline the economies of developing nations. UNICEF reported in the late 1980s that the structural adjustment programs of the World Bank had been responsible for "reduced health, nutritional and educational levels for tens of millions of children in Asia, Latin America, and Africa".

1989–present

Beginning in 1989, in response to harsh criticism from many groups, the bank began including environmental groups and NGOs in its loans to mitigate the past effects of its development policies that had prompted the criticism. In order to promote global public goods, the World Bank tries to control communicable disease such as malaria, delivering vaccines to several parts of the world and joining combat forces. In 2000 the bank announced a "war on AIDS" and in 2011 the Bank joined the Stop Tuberculosis Partnership.

Situation: Need for Knowledge Management

- The World Bank wanted to enhance its ability to draw upon its unique development experience and knowledge and share it with clients to better fulfill its global mission of reducing poverty and improving quality of life in developing countries.
- Like many organizations, the World Bank had a strong information base, but was overwhelmed by the sheer volume of information contained in documents and within people's heads.
- The World Bank wanted to ensure quality in its content, ensuring trustworthy current sources.
- Knowledge management momentum was built from a number of successful independent projects.

Knowledge Management at The World Bank

Like many development organizations, the World Bank generates knowledge in everything it does, across diverse activities and throughout the project cycle. Strong structures and approaches to manage this knowledge are indispensable to ensure that this knowledge is used to its full potential, to prevent knowledge loss, to understand what works and avoid repeating mistakes.

The World Bank has taken numerous steps to improve its information systems, strengthen internally and externally focused knowledge-management activities, and foster broader global knowledge-management initiatives, all in support of enhancing the Bank's and its partners' and clients' access to and sharing of ideas. Knowledge management involves the panoply of procedures and techniques used to get the most from an organization's tacit and codified know-how. While defined in many different ways, knowledge management generally refers to how organizations create, retain, and share knowledge.

Initial Steps towards Knowledge Management

The World Bank began a Knowledge Management initiative in 1996, as a result of KM's increasing popularity within the private sector. This new vision sparked interest from parties both within and outside the organisation, and was a cornerstone for the Knowledge Management movement.

In 1995, James Wolfensohn was appointed President of the bank and started his term with a focus on knowledge management. Almost immediately he set about changing the behemoth of global developmental economics from a centralized, "headquarters-driven" organization to a decentralized, matrix-networked operation that relied on member countries to carry out and supervise their own project development and make their own decisions.

To facilitate this, Wolfensohn told the World Bank Board of Governors in an October 1996 speech: "The revolution in information technology increases the potential value of [the bank's development] efforts by vastly extending their reach. We need to invest in systems that will enhance our ability to gather information, and experience and share it with our clients."

The aim was to build a world-class knowledge management system throughout the bank to capture and organize our knowledge, make it more readily accessible to the staff, clients and partners, and strengthen the knowledge dissemination and capacity building efforts. It was believed that it will connect with universities, foundations and other world class sources of knowledge so that the bank becomes a clearinghouse in knowledge about development.

More comprehensive and integrated (and therefore more effective) development solutions by increasing collaboration, consultation and knowledge sharing both within the organization and with partners and shareholders at all points in the process. The bank had to completely rebuild an out-of-date I.T. structure and construct a far-flung global network from the ground up.

In 1997, Mohamed Muhsin was appointed the bank's first-ever chief information officer. The strategies he adopted were:

1. Support for decentralization and field office operations
2. Support for knowledge sharing and knowledge management
3. Comprehensive renewal of bank information systems
4. Implementation of cost effectiveness review recommendations

His vision was that it was about having two currencies: the currency of money and the currency of knowledge and believed that their work in bringing knowledge and information to developing countries is as important as the capital and investments that we provide as an engine for development.

Though the movement seemed promising, there were many issues and challenges that the organisation faced which prevented it from fulfilling its potential.

Issues Faced In Implementing KM

1. Upper management didn't construct a working definition of knowledge

According to Fahey and Prusak (1998) "If knowledge is not something that is different from data or information, then there is nothing new or interesting in Knowledge Management". This deemed it a waste of time to lower level management, and subsequently created resentment towards the initiative, and an anti-knowledge culture. The KM movement didn't result in many concrete changes. The early discussions of Knowledge Management were too abstract, and the concept was aimed at upper management rather than the local leaders and operational staff. Since the organisation had a top down hierarchy, social boundaries could have potentially obstructed the flow of tacit knowledge down to

lower level management. This would cause lower management and operational staff to be poorly informed, and subsequently “not fully support the movement” – World Bank Case.

2. View that Knowledge Management was a subcategory within IT

At the time, IT vendors were taking advantage of the hype surrounding the KM movement, telling organisations that it was simply a subset of IT, and that the requirements for Knowledge Management were easily fulfilled by technological based solutions. This was not the reality as producing and managing knowledge involves a combination of both human and technological capabilities like databases.

3. Reluctance in sharing of knowledge

In a bureaucratic top down structured organisation, people view knowledge as power and leverage over their peers. Previous attempts at knowledge sharing in a bureaucratic environment have shown this trend, as illustrated in De Long and Fahey's (2000) article. “As we roll out our knowledge system, we find we lack a culture that supports collaborative work because people view knowledge as a method of securing their job. So they're reluctant to share. The culture is a huge problem” – Chief knowledge officer, global engineering firm.

4. Lower management also believed there wasn't meaningful incentive for knowledge sharing, and that the leverage accompanied with knowledge, outweighed the incentive to share.
5. The knowledge sharing initiative was very much top down effort, middle management and operational staff lacked “buy-in” and input.

6. Issues related to Psychological safety

Psychological safety is described as an individual's perception about the consequences of interpersonal risk, within a work environment. It involves the beliefs of how others will respond, when an individual “puts themselves on the line”, for instance when asking a question, or reporting a mistake. Psychological safety describes an environment where the emphasis is on constructive discussion, which enables early problem prevention and the completion of collective goals because

people are less likely to focus on self-protection. Within a bureaucratic environment, self-protection, and leverage is common amongst individuals, and would pose issues with knowledge sharing activities.

7. Issues resulting from their centralized and inward oriented practices

Multinational, global and international companies were observed and their knowledge sharing capabilities were analyzed. All companies had recognized the importance in managing productivity, responsiveness and knowledge simultaneously, and all found it challenging, however some more than others. The studies found that the centralization of knowledge increased the companies innovative capabilities and efficiency in producing new products, however the centralized groups lacked adequate understanding of market needs and production realities outside of their local market. The diverse local needs were understood, however central responses to overseas departments were either inappropriate or over specified. This limited the company's role in its overseas units, and also prevented the opportunity to receive learning opportunities outside its local environment.

Strategies Adopted

- World Bank president and knowledge management sponsor, James D. Wolfensohn, envisioned a "knowledge" bank to enable the company to play "a leading role in [a] new knowledge partnership"
- World Bank aspired to use knowledge management to increase employee effectiveness and efficiency across the organization
- Knowledge management would be rolled out in stages: The first focus was on making knowledge easily accessible to World Bank staff. Secondly knowledge distribution would be expanded to external clients and partners; and lastly external knowledge would be incorporated into its system, thereby defining itself as a clearinghouse for sustainable development knowledge

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- World Bank defined four areas of knowledge management to be enabled: information, personal thinking, discussion and knowledge synthesis
 - Appointed a role of program director for knowledge management to drive the organizational strategy and an institutional task force to define an implementation road map

In 2007 after the initial attempt at Knowledge Management, the new bank president implemented recommendations in the form of six building blocks. These building blocks addressed many of the issues faced in the previous movement, however there was still room for further recommendations.

The Six Building Block Recommendations

1. Rejuvenation of practice groups

These thematic groups were led by recognized leaders and were formally linked to external expertise and networks and were aimed at mobilizing the banks best talents to cater for client requests on policy advice. This was done to create strategic benefits, focusing on managing clients in a dynamic environment and offering policy advice from the organisation's best talents. However the organisation still conforms to the more bureaucratic style of management, and having a leader can prove a problem by putting structure into a community of practice. Drawing upon Alice Lam's (1998) findings, the mobilization of tacit knowledge requires both commitment and autonomy, the addition of a leader and structure reduces the autonomous element and therefore obstructs the transfer of tacit knowledge.

2. Modernizing the IT infrastructure

This building block creates a focus on updating technology and knowledge collaboration tools. This promotes more efficient knowledge transfer across all levels of the organisation, breaking physical and geographical boundaries. The formulation of "global linkages and networks" can be seen as a means to address the inward oriented and centralization issue, by creating a more open and universally accessible system. This however raises questions, could this new IT based system cause a neglect of social interaction (informal learning), and a reliance

on IT. Though IT is seen as an efficient distributor and facilitator of data and information, it cannot act as a substitute to peer-to-peer interactivity, and lacks the communication and learning that is accompanied through human dialogue.

3. Fixing issues related to databases containing theoretical research

These databases have information that is too generic and general to be useful. McDermott (1999) called these databases, information junkyards, which contained an abundance of information without sufficient detail for knowledge professionals to use. The building block also states that the knowledge team will establish a common understanding of knowledge, which would address the issue of not having a clear and concrete definition. Building the connection between research and knowledge as public good addresses an issue of not creating a shared context. Many organisations get caught up in the idea that knowledge is stock, and analyzing, challenging and aligning observations receives little attention. By assigning the knowledge team to establish this understanding of research and knowledge, they move toward creating a shared context.

4. Connecting the bank with its widespread network of external knowledge partners

There is also a focus on new collaborative approaches with the bank's associates, this was managed by the knowledge strategy group. This building block promotes innovative thinking and collaboration, it also addresses the globalisation problem, by being less inwardly focused and cooperating with external partners and divisions. It does however highlight the use of a knowledge strategy group, and this implies that the Bank still perceives knowledge management as a project and separate division (separate administrative function) within the department. They need to focus on creating a knowledge sharing culture within the organisation.

5. Incentives for knowledge sharing

The bank's individualistic culture meant that people had a reluctance to involve in sharing activities, furthermore the incentive structure of the organisation rewarded individual activities and achievements. This issue is addressed by creating

meaningful incentives for knowledge sharing, mobility and collaboration. By creating a link between performance and knowledge activities, they promote sharing of knowledge whilst avoiding time wasting and loss of efficiency.

6. Aid in achieving knowledge agenda

Building block six states that the World Bank Institute (WBI) will aid in achieving the knowledge agenda, and that the KM strategy group will assist. This building block suggests that knowledge management is not centralized, and is still its own separate department rather than part of the organization's culture.

Technologies Adopted

SAP ERP System

In 1997, the bank selected SAP R/3 4.0B (it later migrated to the 4.6C version) as its primary engine for I.T. improvement. With the SAP ERP system, the bank replaced disparate administrative systems and created a unified I.T. environment so that the same business processes could be used in Washington and in the 100 or so field offices.

Eight SAP components—SAP Financials, SAP Fund Management, SAP Controlling, SAP Materials Management, SAP Project Management, SAP Project System, SAP Human Resources-Travel Management and SAP Enterprise Buyer—were brought in to streamline procurement, materials management, project systems and financial reporting.

The project costs came to \$54.3 million.

With the SAP ERP system, which was completed in 18 months, the bank consolidated its legacy systems and databases, while reducing cycle time with electronic approval of projects. It was majorly used for all business transactions.

Oracle Database Systems

Oracle is being used as the foundation for the bank's Record Integrated Information System. This is the repository for all of the bank's official records, reports, e-mails, and audio and video. With Oracle, the bank was seeking database scalability—a key factor in dealing with a large population of users around the world—as well as availability, performance and security. With Oracle's InterMedia database feature, it can also store and manage multimedia data.

Telegram

In 2002, the bank began soliciting RFPs for a solution that would enable it to better organize and retrieve the millions of documents, many of them going back almost 60 years and written in dozens of languages, stored within its global repository. In effect, this would serve as the business intelligence solution for the bank's global knowledge sharing system. Teragram's TK240 Version 5, the company's flagship taxonomy management software (software that automatically analyzes document contents and classifies and categorizes them). Typically, bank employees transmit documents to a document management system that uses the Oracle database. Each of these documents is read by the TK240 software, which applies linguistic-based identification to each document and then assigns meta-data tags based on predetermined indicators. Teragram was able to create a system that worked across multiple languages for better categorization, storage and quick retrieval

Lotus

The bank also built its own management dashboard, which enables management to access SAP and Oracle data on the Web and update key business metrics. It brought in Lotus Notes as its e-mail and collaboration tool, and a repository of documents in Lotus Notes databases. For online collaboration, it uses Lotus Sametime, a commercial product that provides collaborative tools and workspaces.

Web Technology

Web technology, which the bank characterizes as "the interface of choice for knowledge sharing," was also critical. Beginning in 2003, the bank began what it called the Internet Services Program (ISP), a multi-year project to upgrade its Internet capacities. To support this, it acquired IBM WebSphere Servers and WebSphere Portal Servers; Netegrity Web security software; iPlanet Directory Server; and Vignette content management software.

KM Structure at The World Bank

DEC Knowledge Management Unit (DECKM)

Knowledge—one of the World Bank’s most valuable assets, after its people—and its effective management are vital to ensure high-quality development projects, and, ultimately, to deliver development impact. The programs within DECKM align to support the key goal of managing knowledge, learning, and data effectively to facilitate World Bank operations and maximize development impact. These programs are grouped into three main units:

1. Knowledge Management
 - a. Text and Data Analytics
 - b. South-South Experience Exchange Facility
2. Data
 - a. Global Delivery Initiative
 - b. Geospatial Operational Support
3. Learning
 - a. Open Learning Campus

Knowledge Management Unit

The goal of Knowledge Management at the World Bank is to incorporate better management of what the Bank knows within the operational workflow, providing faster and more effective access to relevant knowledge, which can help staff work more efficiently, effectively, and with agility.

The World Bank, like many development organizations, creates knowledge through operations and throughout the project cycle. Indeed, the World Bank has long been recognized as a leader not just in development finance, but also in development knowledge. The Knowledge Management program focuses for this reason on how to better manage this rich know-how. The aim is to enable staff to share the knowledge that they learn every day, to access knowledge in ways that are user-friendly, and to use it to enable their work and maximize impact for the clients.

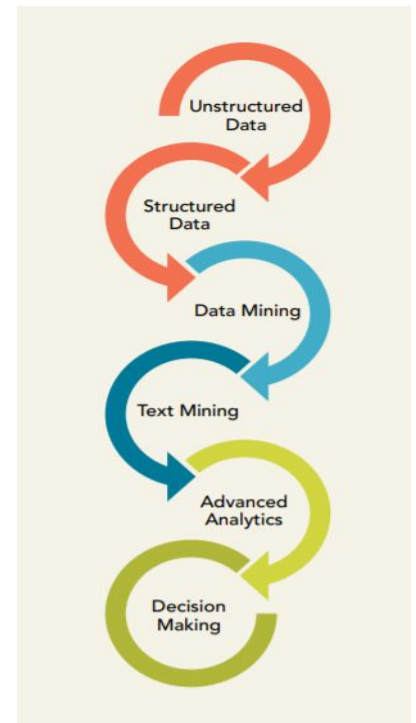
The Knowledge Management framework has a number of critical components:

1. Ensuring that processes and new ways of working add value without adding administrative burden
2. Leadership for accountability around knowledge-sharing
3. Ensuring that roles and responsibilities are clear
4. Working to get the right mix of tools and technology
5. Awareness-building about Knowledge Management work across the Bank
6. Getting the right mix of incentives to encourage knowledge-sharing
7. Building a culture of knowledge-sharing
8. Increasing connectivity among staff, clients, and partners.

The goal is to create a knowledge-sharing environment at the Bank through a combination of technology, incentives, processes and support, so that staff can easily access what they need in order to do their work efficiently. Making knowledge and information more accessible also fosters productive interactions—across the organization, with clients and partners, and across countries—and ultimately increases development impact. Drawing on key inputs from external partners and internal stakeholders across the World Bank, a vision for “what good looks like” for each part of the framework, and identified key action items for “how to get there” has been developed.

Text and Data Analysis Unit

The Text and Data Analytics unit within DECKM helps practitioners and decision-makers navigate and utilize the wealth of unstructured and structured data, both inside and outside the World Bank. This team helps ensure that the Bank’s collective knowledge effectively informs analysis—whether by tracing information in the extensive documentation produced by projects, or by drawing out insights from the terabytes of data generated by World Bank operations. Given the wealth of qualitative and quantitative information inside and outside the World Bank, practitioners and decision-makers often need help to extract insights from the sea of information



around them. The Text and Data Analytics unit provides centralized expertise in extracting these insights and helps map them to development challenges.

The data analytics offerings use basic to advanced data analytics, ranging from exploratory data analysis to econometric modeling. These techniques and services help translate structured data into analysis for effective decision-making at all levels in the organization. The text analytics methods in use include text clustering, sentiment analysis, topic identification, document classification, text extraction, entity extraction, and concept mining. These varied techniques help ensure that operational teams can leverage the best available knowledge as they work to achieve the World Bank's goals of eradicating poverty and boosting shared prosperity.

Examples when text and data analytics is used:

1. Using Text Data and Geo-Location to Map Sensitive Projects

Challenge:

The Environment Global Practice (ENR GP) needed to ensure that the Bank's operations were doing enough to mitigate any adverse impact of their projects on the world's forest cover.

Solution:

The team used text analytics and project geolocations to provide a list of projects for further scrutiny to ensure that necessary steps were taken to eliminate or mitigate any adverse impacts on forests during the design and execution of these projects. Geo-coded project locations and global forest cover data were used to develop a map of project locations against forest cover data. Text analytics was used to identify sensitive projects, bringing together and identifying information that had already been collected.

2. Creating a User-Friendly Database for Energy and Extractives Global Practice (EEX GP)

Challenge:

Making relevant energy and extractives data easily accessible.

Solution:

The Text and Data Analytics team worked with the EEX GP to identify data sources used by project teams to understand the energy sector across client countries. The data was then processed so that practitioners had user-friendly Excel-based tools for SCD analysis, power utilities benchmarking, and general energy sector data. These tools brought together all relevant energy and extractives data series in one place.

3. Improving Search Results in the World Bank System

Challenge:

Improving the quality of information in, and retrieval from, the World Bank's internal document repositories can enable staff to access relevant information more quickly and easily.

Solution:

The team leverages technology in a number of ways to deliver knowledge more efficiently. The building blocks for this approach are metadata tagging, document filing tools, and application of the WBG taxonomy. From there, the team works to optimize metadata and sharpen search algorithms, ultimately ensuring that staff can easily access all the relevant information that they need.

The South-South Experience Exchange Facility

Launched in 2008 as a multi-donor trust fund, the SouthSouth Experience Exchange Facility (South-South Facility) enables sharing of development experiences and knowledge among

World Bank client countries by funding knowledge exchange activities. Helping developing countries to share tacit knowledge among themselves around the similar



development challenges they face enables them to find solutions that work within their social and economic context.

Since 2016, the South-South Facility's work and strategy has shifted from a funding mechanism supporting individual South-South knowledge exchanges to one that supports programmatic delivery of South-South knowledge exchanges. This strategy is grounded in the experience gained over the first eight years of the South-South Facility, and feedback from participants and organizers of the exchanges. The South-South Facility results are captured in a series of implementation progress reports, result stories, videos, and client survey reports that are published on the interactive South-South Knowledge Exchange library.

The South-South Facility follows an integrated knowledge-sharing approach that includes:

1. **Introducing programmatic knowledge sharing** to enable multiple countries to participate in multiple exchanges over 2-3 years.
2. **Using knowledge-sharing experts** who will ensure appropriate design, implementation and monitoring of knowledge exchanges.
3. **Providing tools and services** to ensure that country institutions are well prepared to share their knowledge with other countries. It provides support through two main windows – stand alone and programmatic – as well as the Organizational Knowledge Sharing Program.
4. **Stand alone:** Targets one-off South-South knowledge exchanges that are implemented within a year. The primary objective of this service is to expose participants to a specific experience that will help address their development challenge.
5. **Programmatic:** Targets multi-year collaboration with the aim of implementing solutions identified by the countries for a specific development challenge. It includes activities that will help the provider of knowledge capture and share knowledge pertinent to the development challenge.
6. **Organizational Knowledge Sharing:** Helps public sector institutions learn from their own experience. Institutions supported under the OKS program build the organizational infrastructure and skills to:

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- a. execute a proven discipline of documenting and sharing operational knowledge
 - b. solve critical challenges and scale up solutions.

Examples of Supporting Operations

Promoting Forests and Reducing Carbon in the Kyrgyz Republic and Tajikistan

Challenge:

National forest authorities and specialists in the Kyrgyz Republic and Tajikistan wanted to learn about forest management and reforestation policies, and how to register for the Clean Development Mechanism (CDM) of the Kyoto Protocol.

Solution:

Government officials and forestry specialists from the Kyrgyz Republic and Tajikistan visited Moldova to see carbon sequestration and afforestation initiatives implemented in the field. Moldovan experts then traveled to the Kyrgyz Republic to conduct workshops on carbon sequestration techniques and Clean Development Mechanism (CDM) documentation. Officials from the Kyrgyz Republic and Tajikistan learned how to register for the Kyoto Protocol's Clean Development Mechanism (CDM) for carbon trading and sequestration, which can generate revenue for further expansion of carbon-reduction programs. The Kyrgyz Republic also began implementing a trial program to reintroduce forests. Furthermore, the exchange rebuilt a network of forestry institutions and individuals that had dissolved after the collapse of the Soviet Union.

Data Unit

Global Delivery Initiative

The GDI is another wing that aims to create a collective, cumulative evidence base of delivery know-how to inform development practice and improve implementation. It works to connect practitioners to share knowledge and operational know-how on implementation processes, what worked and what didn't. It leverages data to help practitioners anticipate delivery challenges, and supports the documentation of the implementation process to help practitioners understand how interventions worked in context. GDI uses a variety of

approaches, including a comprehensive online platform, to catalyze knowledge flow across sectors, institutions, and regions. The follow practices like:

1. **The GDI Learning Program** provides workshops and trainings that enable practitioners to deepen their knowledge about practical tools and methodologies to operationalize delivery know-how, capture evidence on how to address delivery challenges, and connect with others who are working on these themes.
2. **Delivery Challenges in Operations for Development Effectiveness (DeCODE)** is an evidence-based system that helps practitioners identify and address likely delivery challenges by leveraging historical project data. DeCODE predicts the likelihood of challenges that may occur during project implementation.
3. **The Global Delivery Library** is a space that connects practitioners to share practical experiences and know-how around delivery challenges and adaptive implementation throughout the project cycle.

Geospatial Operational Support Team (GOST)

This group works with geospatial data – that is, data matched to measures of location, from countries and municipalities to specific coordinates – throughout the World Bank. The essence of this work lies in the combination of useful data with a location element. The world of geospatial technology goes beyond positioning existing types of data, and advances in technology (satellites, drones, cell phones) are causing new data types to emerge. Questions which couldn't be answered ten years ago can be answered today using this technology.

The team provides a variety of services, including advice on how geospatial data can help solve specific problems, purchasing support for data and imagery, and direct assistance for task teams, to help make the World Bank Group a sophisticated consumer of geospatial analytics, and ultimately carry out its development operations in the most cost-efficient and effective manner. The practices incorporated are:

1. **Efficient Spatial Data Management:** GOST is creating a consolidated catalogue of geospatial layers that will be available to everyone at the World Bank. This catalogue will grow with demand for commonly-requested geospatial products.

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2. **Procurement Support:** GOST is creating a “Development Data License” with key vendors. This will help increase access to data through the elimination of duplicated data purchases, deep purchasing discounts, and advantageous data sharing permissions.
 3. **Knowledge Capture and Dissemination:** GOST is working to integrate spatial data and analysis into Systematic Country Diagnostics (SCDs), by developing a catalogue of geospatial data, maps, and analysis that team leaders can draw on as they prepare SCDs. GOST is also working to help projects use geospatial data for M&E indicators, and is helping to scale pilot activities.

Open Learning Campus

Development practitioners and decision-makers in developing countries want to learn from each other’s achievements and failures. Open Learning Campus (OLC)—a vast, unique ecosystem of customizable and just-in-time curricula, lessons, tools, conversations, and communities to help World Bank clients, partners and staff update their knowledge and co-create solutions.

The OLC represents the World Bank’s commitment to harness this global revolution in learning to advance its efforts to lift people out of poverty and boost shared prosperity. It provides dynamic learning opportunities where diverse audiences can access development lessons just-in-time, and in versatile formats—from bite-sized lessons to full-length courses to peer-to-peer conversations. Since we learn constantly, the expansive scope and real-world focus of the OLC ecosystem can contribute to learning and project and performance effectiveness.

The OLC is inspired by successful models of digital learning, such as the Khan Academy and Massive Open Online Courses (MOOCs).

1. **WBx-Talks** Nuggets of knowledge through talks, podcasts, videos, briefs, and games that provide a just-in-time overview of materials targeted to learner-specific interests.
2. **WBa-Academy** Deep learning related to development challenges and solutions through virtually facilitated or self-directed e-courses, MOOCs, and material from face to-face courses.

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3. **WBC-Connect** Platforms for participants to share knowledge, engage with peers and experts and, find crowdsourced solutions to development challenges.

There is a significant body of tacit knowledge available with World Bank operations staff, gathered over years of development experience. The OLC's pedagogical services, delivered at critical points in the project cycle, helps capture and share this tacit knowledge, for people to learn in real time, engaged with a broader community of development experts

KM Practices Adopted

1. Knowing all of the knowledge elements (people, tools, routines, and networks) that need to be transferred is important. The **development of a "knowledge repository map"** for the knowledge to be shared is a first step in making sure that all necessary elements are first identified and then shared. Such a scheme would also allow managers to assess the relative match of the parties' knowledge repositories, so as to allow for development of appropriate knowledge-transfer plans.
2. The Bank **ensures that everyone within the units is informed** of each other member's expertise as given that transfer performance increases when group members are informed about who knows what it is ensured that any such assessments are shared with the parties.
3. **Transfer of both explicit and tacit knowledge are given equal importance** as explicit knowledge is easier to transfer, but may be more challenging to have internalized by the recipient. On the other hand, highly tacit knowledge, which is embedded with meanings and values, is more difficult to transfer, but the commitment and effort required to transfer it can lead to fuller internalization by the recipient.
4. **Establishment of rules and goals** along with identifying and accommodating differences through administrative controls are known to shape the flows of knowledge.

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5. **Development of shared missions and goals**, and/or of the inclusion of parties sharing similar strategic outlooks within knowledge sharing situations, could prove helpful in bridging any strategic distances that might exist between the parties
 6. **Creation of Thematic Groups** is consistent with the idea of creating organizational support structures to shape knowledge flows
 7. **Careful management of the personnel** involved in any given knowledge-sharing situation could prove important to sharing outcomes.
 8. **Encourage group based training activities** as group members can often avoid sub-optimal solutions by bouncing their ideas off of others. As a result, knowledge transfer activities engaging groups from the recipient unit are more effective in creating a fertile environment within the recipient than individual-based activities.

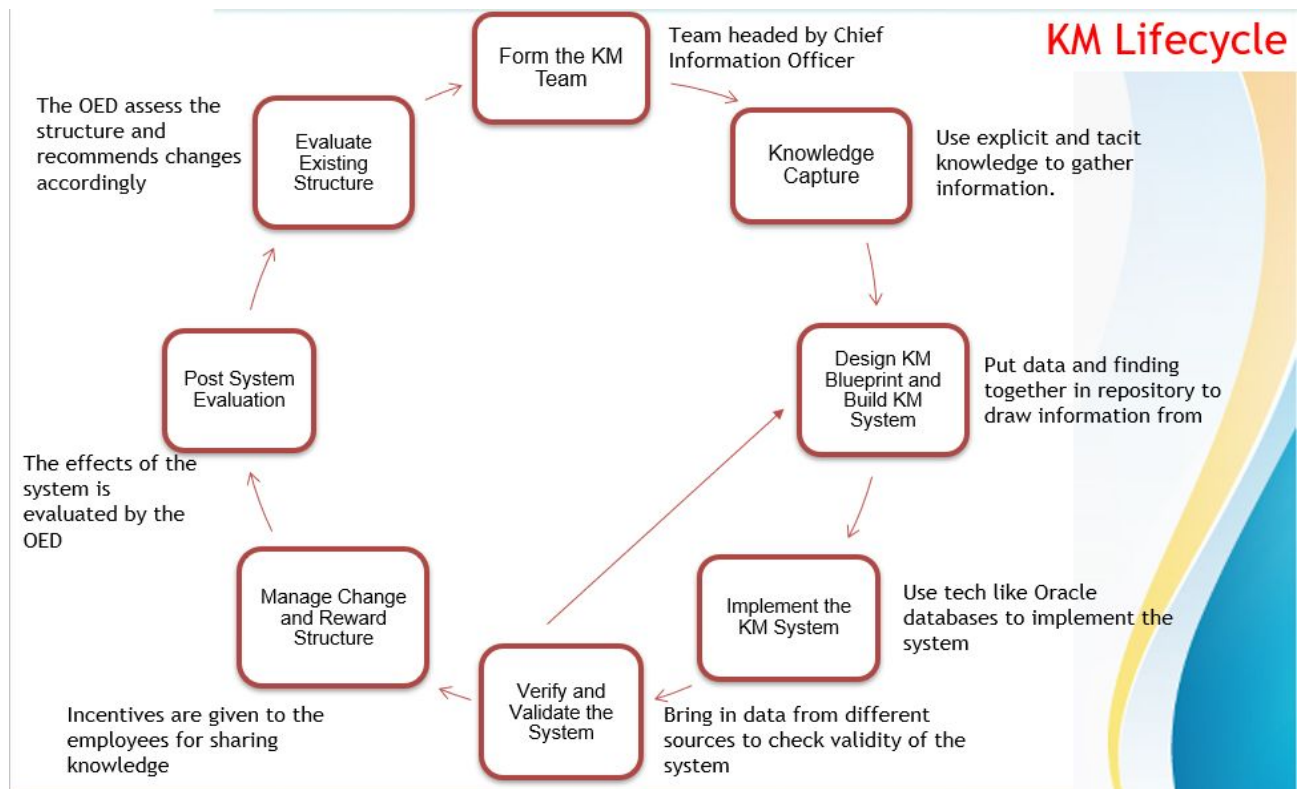
Operations Evaluation Department

The Operations Evaluation Department (OED) is an independent unit within the World Bank; it reports directly to the Bank's Board of Executive Directors. OED assesses what works, and what does not; how a borrower plans to run and maintain a project; and the lasting contribution of the Bank to a country's overall development. The goals of evaluation are to learn from experience, to provide an objective basis for assessing the results of the Bank's work, and to provide accountability in the achievement of its objectives. It also improves Bank work by identifying and disseminating the lessons learned from experience and by framing recommendations drawn from evaluation findings.

Benefits

- Improved operational effectiveness
- Faster cycle time
- Better quality client services
- Enhanced relationships with clients, partners and stakeholders
- More satisfied employees

The KM Life Cycle



Conclusion

The World Bank was one of the first organizations to move towards knowledge management. They restructured the entire organization to follow a knowledge management based framework along with technological enhancement. This lead to rapid growth and benefited the firm in many ways.