The Bank has experience in building knowledge infrastructure.

March 1995
Africa Region decides to implement best practice system

Reconnaissance of other organizations experience

July 1995
Africa Region instructs staff to compile best practice

September 1995
Best practice system opens for business by Intranet, phone, and E-Mail

December 1995
Widespread use of gender and participation pages

Development of best practice system in AFRTD

March 1995
Decide to implement best practice system

Reconnaissance of other organizations experience

July 1995
Instruction to compile best practice

“We don’t know what best practice is”

September 1995
Best practice system opens for business by Intranet, phone, and E-Mail

Systematic IESC efforts through the Region’s newsletter

December 1995
Widespread use of gender and participation pages

???

As volume of material expands, user friendliness becomes a problem

Staff skepticism: “it won’t work in the World Bank”

CVPs can’t agree what best practice is”

“This is not really our job”

Only one CVP (FPD) has best practice managers

Management encouragement of the best practice managers
The World Bank Group is sitting on a treasure house of information and knowledge.

What would be involved in leveraging it?

How do we get from here to there?

What does there look like?

FACT

In June 1995, a health worker in Kamana, Zambia logged on to the CDC website in Atlanta and got the answer to a question on how to treat malaria.

June 1995, not June 2015
A small remote town, not the capital
Zambia, not a middle income country
CDC, not the World Bank
How would it work in the World Bank?

Five road maps for leveraging information and knowledge

- Establishment of universal electronic filing systems
- Electronic tracking of all incoming materials
- Electronic tracking available to clients

Measurable improvements in external client responsiveness

Example of the impact
- Disbursements processed in 24 hours, not 2-4 weeks as now
- I.e. 20 times faster, not 20% faster
- Clients know where they stand
Five road maps for leveraging information and knowledge

- Establishment of universal electronic filing systems
- Electronic tracking of all incoming materials
- Electronic information banks available to staff
- Electronic information banks available to clients
- Electronic tracking available to clients

Measurable improvements in:
- External client responsiveness
- Internal staff and client access to information

Example of the impact:
- Bank staff “get it right” again and again
- Speed of clients’ access to knowledge accelerates exponentially
Five road maps for leveraging information and knowledge

- Establishment of universal electronic filing systems
  - Electronic information banks available to staff
    - Establish electronic forums for professional exchange of views in colleges
  - Electronic tracking of all incoming materials
  - Use groupware with staff and clients to make tacit knowledge explicit
    - Encourage clients to use professional forums
  - Electronic tracking available to clients
    - Make best practice systems available to clients
  - Electronic information banks available to clients
    - Establish best practice systems in all Regions and CVPs
    - Establish incentives for contributions to best practice systems
    - Establish best practice systems in all Regions and CVPs
    - Make best practice systems available to clients
    - Encourage clients to use professional forums

- Measurable improvements in external client responsiveness
- Measurable improvements in staff and client access to information
- Measurable improvements in growth and use of best practice
- Measurable progress in diagnosing problems and sharing knowledge

Bank staff share experience across units

Speed of clients' access to best practice increases exponentially
Electronic task specific organization of relevant knowledge is made available just-in-time for task teams on portable computers.

Relevant best practice

Relevant bibliography and reference materials

Relevant policies, guidelines, procedures

Most frequently asked questions

Feedback loop on gaps, problems, errors

Relevant analytical tools, e.g. spreadsheets, economic and financial analyses

Known country conditions, personae, correspondence and issues

Most knowledgeable gurus on key issues

Text of previous similar task outputs

Relevant country and sector statistics

Most frequently made mistakes in the past

Cheap easy-to-use software is now available for this purpose

Five road maps for leveraging information and knowledge

Establishment of universal electronic filing systems

Establish best practice systems in all Regions and CVPs

Establish electronic forums for professional exchange of views in colleges

Establish electronic task specific organization of knowledge available for task teams

Electronically tracking of all incoming materials

Establish incentives for contributions to best practice systems

Use groupware with staff and clients to make tacit knowledge explicit

Feedback loops to correct and improve task specific knowledge

Electronically tracking available to clients

Electronic information banks available to clients

Make best practice systems available to clients

Encourage clients to use professional forums

Electronic task specific organization of knowledge available for clients

Measurable improvements in external client responsiveness

Measurable improvements in staff and client access to information

Measurable improvements in growth and use of best practice

Measurable progress in diagnosing problems and sharing knowledge

Measurable improvements in staff getting it right the first time and in client capacity building
Likely impact on clients of changes

**Timeliness of the Bank’s response ....**

**Now....**  
Slow speed of Bank in relation to its clients  
Causes: Serious dissatisfaction with Bank’s timeliness

**By 2000...**  
Exponential acceleration of Bank response times (10-20 times not 10-20%)

Will lead to: Greatly improved satisfaction with responsiveness

---

**Capacity building is built in...**

**Now....**  
Borrowers struggle to get knowledge out of the heads of Bank staff

Causing: Limiting the borrower’s institutional capacity building and learning that is from the interaction

**By 2000...**  
Direct access to information and knowledge facilitates borrower institutional capacity building and learning

Leading to: Satisfaction with the Bank as a tool for learning
### Likely impact on clients of changes

#### Ability to cope with multiple groups of clients ...

<table>
<thead>
<tr>
<th><strong>Now....</strong></th>
<th><strong>By 2000...</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank’s mode of operation evolved to deal with borrowers</td>
<td>Direct electronic access to information and knowledge generates services to a massively expanded clientele</td>
</tr>
<tr>
<td><strong>but</strong></td>
<td>will lead to</td>
</tr>
<tr>
<td>Cannot cope with an expanding list of clients, including</td>
<td>Wider perception that World Bank is a useful part of the 21st century</td>
</tr>
<tr>
<td>beneficiaries</td>
<td></td>
</tr>
<tr>
<td>donors</td>
<td></td>
</tr>
<tr>
<td>private sector</td>
<td></td>
</tr>
<tr>
<td>NGOs</td>
<td></td>
</tr>
<tr>
<td>civil society</td>
<td></td>
</tr>
</tbody>
</table>

### Likely impact on clients of changes

#### Knowledge of international best practice ....

<table>
<thead>
<tr>
<th><strong>Now....</strong></th>
<th><strong>By 2000...</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Borrowers’ current satisfaction with staff knowledge of best practice</td>
<td>Direct client access to real best practice</td>
</tr>
<tr>
<td><strong>means</strong></td>
<td><strong>means</strong></td>
</tr>
<tr>
<td>Bank is living on borrowed time</td>
<td></td>
</tr>
<tr>
<td><strong>since</strong></td>
<td></td>
</tr>
<tr>
<td>The foundation for borrowers’ satisfaction is lacking</td>
<td>The Bank’s greatest comparative advantage will be secured</td>
</tr>
</tbody>
</table>
Cost implications of changes in all arenas

Big data systems
- Internal data systems costs
  - Time

Leveraging information and knowledge
- Costs of leveraging operational information and knowledge
  - Time

Traditional operations costs
- Traditional costs of running World Bank operations
  - Time

Actual and planned information technology costs: IBRD/IDA

Graphs are not drawn to scale; the slope of gradients has still to be determined.

Security issues can be resolved

Old Bank → New Bank

Clients

Bank
In June 1995, a health worker in a remote town several hundred miles from Lusaka in Zambia, logged on to the CDC database in Atlanta USA, via the Internet, to find the answer to a question on treating malaria.

By the turn of the century, the Bank is acknowledged as a world leader in leveraging information and knowledge, providing direct access to staff and clients on development issues.

Note: June 1995, not June 2015
A remote town, not Lusaka
Zambia, not a middle income country
CDC, not the World Bank

Direct access to knowledge is available to:
- Borrowers
- Donors
- NGOs
- Private sector, local and foreign
- Beneficiaries
- Civil society
- And ... World Bank staff