



Knowledge Sharing Alliance

Facilitating Dialogue for Universal Development

About this document

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MINISTRY OF STRATEGY AND FINANCE

Preface

Knowledge sharing is an important new approach for sustainable inclusive development. The international evolution of knowledge sharing has attracted many organisations and stakeholders and has taken various dimensions. New alliances, partnerships and forms of collaboration are being developed, from research to practice, from teaching to joint learning, and co-creation of new ideas and innovative solutions.

The evolution of knowledge sharing flourishes in many other global contexts, especially in the context of development cooperation. The OECD Knowledge Sharing Alliance (KSA) was established in 2013 as a key output of OECD's Development Strategy (2012) in partnership with the German Federal Ministry for Economic Development and Cooperation (BMZ) and Korean Ministry for Strategy and Finance (MOSF). It has helped to create a new understanding and practice of knowledge sharing, working together with OECD thematic directorates and through pilot projects which focus on mutual learning with emerging and developing countries, in partnership with external organisations having expertise and a presence in the field. In order to help make reforms happen in developing countries, OECD seeks strategic alliances with international and regional organisations that create new synergies and generate greater impact through innovative knowledge sharing platforms.

The following 'quick-win' pilots supported by the KSA have evolved into knowledge sharing platforms with non-members in a multi-sectoral approach:

- Observatory on Public Sector Innovations in Indonesia & Southeast-Asian Platform;
- Green Growth/Green Urban Development in Dynamic Asia Knowledge Sharing Platform;
- Inclusive Growth: new approaches and learning from partners in Latin America and the Caribbean and from Asia;

- Regional policy networks of the new OECD Southeast-Asia Programme;
- Eurasia Competitiveness Programme;
- Policy Framework for Investment (PFI) – Myanmar & new Mekong PFI Platform;
- New Policy Networks on Natural Resources and GVCs;
- Global Dialogue on Water Security with India;
- Good Governance and Social Cohesion/Making Reform Happen.

The complementarity of OECD's broad knowledge on policy dialogues and policy reforms with that of bi- and multilateral organisations and their knowledge in implementation of reforms has already added value to our joint cooperation with emerging and developing economies. Horizontal work at OECD is continuously increasing, thanks in part to joint knowledge sharing initiatives. Peer learning is now on the agenda of several projects, with the KSA advising on new forms of learning on an equal footing. Learning loops have been established in at least three projects to support the main objective of mutual learning among different partners.

Knowledge sharing and mutual learning on international topics is increasingly requested by our partner countries. We are pleased to present the work of the KSA and its partners and invite interested stakeholders to join us in supporting the knowledge sharing agenda.



1 WHAT IS KNOWLEDGE SHARING?

A critical element of OECD's mission is to promote and disseminate norms, standards and best practices. Today – as many pressing concerns are universal – mutual learning and co-creation of innovative approaches between OECD member and non-member countries are needed.

The world is at a crossroads in terms of global relations and forms of collaboration. Economic powers are shifting while social inequality threatens to destabilise the political and economic outlook for many societies. Many pressing concerns – climate change, health, peace and stability – are universal, and can only be tackled by global cross-border collaboration and sharing mechanisms.

Knowledge sharing is needed, not only for so-called 'developing' countries, but also for those considered 'emerging' and 'advanced'.

More than ever, OECD needs to go beyond recommendations and standards set for member countries of flexible use for those interested worldwide. With its large body of knowledge and long-term experience of policy reforms and open dialogues, OECD is well positioned for a new era of international co-operation. With this in mind, the Knowledge Sharing Alliance (KSA) was created in January 2013. Its aim is

to leverage the OECD's multi-disciplinary expertise, engage in conversations and mutual learning processes with emerging and developing economies, and increase impact by working closely with multi- and bilateral organisations having field presence and implementation capacities and/or networks.

Over the past 50 years, OECD member countries have greatly benefitted from instruments such as policy dialogues, statistical and policy analysis, peer reviews, standards and recommendations. Today, OECD seeks to reach to non-member developing and emerging economies to expand its instruments, highlighting knowledge sharing as one of the most promising areas for achieving collaboration and mutual learning in specific priority areas, such as inclusive and green growth, global value chains, natural resources or investment.

Individual countries are increasingly engaging in knowledge sharing activities, emphasising knowledge as a new source of growth.



OECD'S UNDERSTANDING OF KNOWLEDGE SHARING

OECD sees knowledge sharing as a co-created and sustained process between countries or organisations, from any stage of development and background, recognising that knowledge is universal and does not belong to any type of country – whether formally labelled as ‘developed’, ‘developing’ or ‘emerging’. We propose a sharing model where various partners bring different knowledge to the table, respected by others, with the dialogue or consultation is expected to bring added value to all parties involved. Interactive knowledge sharing and learning within the Organisation and jointly with (new) partners requires a great number of interactions, involving longer- and shorter-term steps.

Knowledge sharing therefore should include one or more of the following elements:

1. **New content or substance** (gained through mutual learning and collaborative innovation);
2. **New processes** (including current forms of policy dialogues with knowledge sharing relevant processes, as well as longer-term institutionalisation of knowledge sharing in organisations);
3. **New partnerships** (new collaborative and trust-building relations, including complementary knowledge partners, possibly following joint standards).

A cross-cutting element is the continuity of the knowledge sharing process for implementation of reforms and transformation on the ground. In this context, ‘feedback loops’ or ‘learning loops’ offer a multi-level mechanism for interaction and new policy approaches.



KNOWLEDGE SHARING ALLIANCE

The concept of knowledge sharing has moved away from the traditional idea of one party imparting knowledge to another towards co-production of knowledge and mutual learning as a transformative process resulting in innovation for all parties involved (Ipe, 2003; OECD, 2011; Martinez-Fernandez et al., 2011; OECD, 2014).



2 THE INSTRUMENTS OF KNOWLEDGE SHARING

A **Peer Review** is an analytical tool whereby an OECD member country is reviewed by two or more members and the OECD Secretariat on how it performs in a specific policy area on the basis of policy guidelines and agreed standards. Peer reviews are a key element of OECD's role as a global standard setter.

Peer Learning suggests a two-way, reciprocal learning activity. Peer learning should be mutually beneficial and involve the sharing of knowledge, ideas and experience between participants. Peer learning can be based on the rich experiences of peer reviews, but does not necessarily involve evaluation or ranking. Peer learning is an evolutionary approach that includes the following elements:

- A knowledge-intensive activity where peers themselves learn from each other.
- An equal footing between those who visit a country or city, and those hosting the peer learning process.
- Participants may agree upon a specific topic or policy area they want to discuss, with visiting participants bringing their own experiences and knowledge to the table.

- Openness to learning as an all-sides approach. As in the case of learning loops, partners continue documenting the exchange and learning results and provide joint reports to their organisations and higher level directors or ministers.
- In the case of a group of partners (e.g. six Asian cities and their peer learning platform) a continuous exchange with the group of cities could also be proposed.

Learning Loops serve as an essential instrument for joint learning. Beyond a continuous dialogue with actors in a country or region, their main advantage is taking into account the implementation aspect of policies by cooperating with local partners on the ground.

Features of learning loops are continuous dialogues with actors in a country or region, and collaborating with practitioners and their different complementary knowledge. Policy dialogues and knowledge sharing platforms create opportunities for learning loops as a key part of policy dialogues for implementing reforms.

THE MULTIPLE DIMENSIONS OF LEARNING LOOPS

Country-level

Knowledge management and knowledge sharing tools are used between various stakeholders in a country or region, such as the Indonesian government at central and local levels, or, in Eurasia, by participants among all government levels including private sector, civil society, OECD and external partners.

Inter-organisational

Learning loops between government and OECD's policy dialogue partners are a continuous learning dimension between policy and practice, especially OECD's policy dialogue and the agencies involved in implementing policy reforms in the field (at country and regional level). For instance, the Policy Dialogue on Natural Resources and on GVCs is using dialogue and knowledge sharing among participating countries to collectively identify issues of common interest and shape the programme of work.

Intra-organisational

Horizontal learning within OECD's technical directorates constitutes one of its collaborative advantages through knowledge sharing. It uses co-created knowledge in substance, new processes and new relationships.

Communication flows in learning loops can be achieved through focal points at each of the levels of learning (country, organisation and inter-agency). Similar learning processes should be tapped in external partner organisations to increase the complementarity of the partners involved.

HIGHLIGHT

Policy dialogue, knowledge sharing and engaging in mutual learning

Mutual learning and co-creation of innovative approaches are needed in globally relevant policy areas, not only for so-called 'developing' countries but also for those considered 'emerging' and 'advanced'. With new global challenges and shifting wealth such denominations are becoming obsolete.



3 KNOWLEDGE SHARING PLATFORMS

The Knowledge Sharing Alliance is developing Knowledge Sharing Platforms in collaboration with OECD Directorates. In partnerships with emerging and developing economies, these projects are established on the basis of joint learning and an equal footing, including external agencies working on the ground.

Urban Green Growth in Dynamic Asia

The development of Asian cities is characterised by rapid and continuous urbanisation on an unprecedented scale, underpinned by fast economic growth, and led in most places by manufacturing industry and rapidly rising motorisation. These processes have generated increasing greenhouse gas emissions, sprawling urban development and local environmental impacts, as well as disparities in income, education levels and job opportunities among urban populations. These challenges call for a green growth model.

Launched in 2010 as part of the OECD Green Cities Programme, this project explores ways to foster green growth in fast-growing cities in Asia. More specifically, it examines ways to promote greening and competitiveness in a fast-growing economy, to improve environmental performance in cities and urban quality of life, and to increase the institutional capacity to achieve green growth. While the project addresses green growth in Asian cities, it also benefits all countries and cities. The project is financed by Japan and in collaboration with other agencies such as the Japan International Cooperation Agency (JICA).

<http://www.oecd.org/governance/regional-policy/knowledge-sharing-for-urban-green-growth-in-dynamic-asia.htm>

Innovation in Public Policies in Indonesia

OECD is currently developing an Observatory of Public Sector Innovation (OPSI) which collects and analyses examples and shared experiences of public sector innovation to provide practical advice to countries on how to make innovations work. Highly distinguished experts on public sector innovation from academia and research organisations provide analytical advice to the project. The aim is to build a network of innovators, both virtually and in person, through events and conferences to share experiences.

Indonesia indicated high interest in participating in the OPSI. In March 2014 the Indonesian government hosted a regional meeting on open and innovative governance. Feedback loops are being established to continuously discuss lessons learned from implementation in Indonesia. The feedback loops will be provided through a series of workshops, a symposium to discuss examples from Indonesia and international cases, and an international conference on public sector innovation. The project is in collaboration with GIZ, USAid and the Korean OECD Policy Centre.

<https://www.oecd.org/governance/observatory-public-sector-innovation/about>

Policy Framework for Investment (PFI)

The Policy Framework for Investment (PFI) is a tool for improving investment conditions. Developed in 2006 by a task force representing some 60 economies, as well as business, labour, civil society and international organisations, the PFI raises issues for policy makers in ten policy areas including investment, competition, tax, corporate governance, anti-corruption, infrastructure, public governance and other policy domains which affect the business climate.

In collaboration with the Myanmar government and after undertaking an Investment Policy Review in February 2014, the programme aims to support the implementation of selected recommendations of the Review both at the national and regional levels. In collaboration with development partners, such as the German Agency for International Cooperation (GIZ) and Japan International Cooperation Agency (JICA), the knowledge sharing platform could include measures to promote responsible investment in the country, and initiate a regional investment network in the Mekong region.

<http://www.oecd.org/investment/pfi.htm>



HIGHLIGHT

OECD's strategic advantage in the international environment lies in its robust and long-term knowledge and policy dialogues that support reform agendas in member countries. This multi-disciplinary knowledge-building approach is of increasing interest to non-members seeking advice and dialogue on good practice and avoiding failure.

Policy dialogues today need to be inclusive, based on a commitment to joint learning, and adapted to country or regional and local situations.

Eurasia Competitiveness Programme

The OECD Eurasia Competitiveness Programme was launched in 2008 to support Eurasian economies in developing more vibrant and competitive markets. The Programme uses OECD instruments and tools in order to assess where and how to enhance competitiveness of countries, sectors and regions to generate sustainable growth. It includes two regions: Central Asia (Afghanistan, Kazakhstan, the Kyrgyz Republic, Mongolia, Tajikistan, Turkmenistan, and Uzbekistan) and Eastern Europe and South Caucasus (Armenia, Azerbaijan, Belarus, Georgia, the Republic of Moldova, and Ukraine).

In December 2013, the OECD Eurasia Competitiveness Programme launched a Steering Committee and a Roundtable. The consultations helped to discuss how to implement the reforms and continue working with countries and agencies locally. The Eurasia Programme works closely with multilateral organisations having extensive field presence and implementation capacities. These are engaged at all levels (e.g. German Society for International Cooperation (GIZ), Japan International Cooperation Agency (JICA), European Union, European Bank for Reconstruction and Development (EBRD), World Bank) to ensure follow-up and sustainability of reform processes.

<http://www.oecd.org/investment/psd/centralasiacompetitivenessinitiative.htm>

New Approaches to Economic Challenges

In the aftermath of the financial crisis, a critical element of OECD's mission has been to create an innovative forum of discussion on the lessons of the crisis and new approaches to policy making. Launched at the 2012 OECD Ministerial Council Meeting (MCM), the OECD initiative on 'New Approaches to Economic Challenges' (NAEC) is both an organisation-wide reflection on the roots of and lessons from the global crisis, and an exercise to review and update OECD's analytical framework.

NAEC provides a unique and innovative forum for countries to share their experiences in using new approaches to policy making. In light of the fruitful discussions triggered by the initiative among OECD member countries, NAEC is widening its scope of dialogue with stakeholders such as NGOs, parliaments, key partners and emerging economies.

<http://www.oecd.org/naec>

Inclusive Growth

The global crisis and its tragic human legacy followed a long period of global prosperity, the so-called Great Moderation. During that time, sustained economic growth led to a substantial increase in average living standards worldwide and a reduction in poverty in the developing world. Society continues to feel the effects of the crisis. Launched with the support of the Ford Foundation, the Inclusive Growth project is part of the new and ambitious multi-dimensional NAEC initiative.

Inclusive growth aims to deliver a renewed strategic policy agenda by identifying how to define and measure the concept and shedding light on the policy options and tradeoffs to promote growth and inclusivity. Consultations with the Latin America and Caribbean (LAC) region provided valuable insights on the multi-dimensionality of approaches and the implementation of Inclusive Growth in various countries in the LAC region during the joint OECD/ECLAC consultations held in Santiago de Chile in October 2013.

<http://www.oecd.org/inclusive-growth/about.htm>

3 KNOWLEDGE SHARING PLATFORMS continued



Anti-corruption

OECD has been a global leader in the fight against corruption for many years. Along with other intergovernmental organisations, we have helped to create a panoply of international instruments that seek to limit corruption. And yet corruption continues. This is, in part, the inspiration for launching CleanGovBiz. This initiative draws together existing anti-corruption tools, reinforces their implementation, improves co-ordination among relevant players and monitors progress towards integrity.

OCED and the Anti-Corruption Initiative for Asia and the Pacific plan to review the Vietnamese government to assess the strengths and weaknesses of the legal, administrative and economic framework regarding integrity and the fight against corruption.

<http://www.oecd.org/cleangovbiz/>

Network Natural Resources / Global Value Chains

International production, trade and investments are increasingly organised within so-called global value chains (GVCs) where the different stages of the production process are located across different countries. The Policy Dialogue on Natural Resource-based Development is a multi-year knowledge sharing and peer learning process on how the extractive sector can play a transformative role in local economies. The dialogue is an intergovernmental process involving OECD and partner countries producing oil, gas, coal, minerals and metals, all participating on an equal footing.

A distinctive feature of this initiative lies in the multidimensional and interconnected nature of the policy challenges addressed. Governments are looking into policy solutions both on the spending and revenue management side, striving to foster better economic integration and the creation of quality jobs on the one hand, while putting in place systems to stabilise fiscal revenue from natural resources and ensure sustainable financing of socio-economic programmes. Partner organisations such as the International Monetary Fund, UNDP, UNECA, the World Bank, the World Economic Forum and development agencies in the field are also involved in order to catalyse efforts, fill the implementation gap and facilitate feedback and learning loops.

<http://www.oecd.org/environment/natural-resources.htm>

DID YOU KNOW?

Donors allocated on average 6% of their aid programmes to the water sector in developing countries in 2010-11. This share has been increasing regularly over the last 30 years.

(OECD Work on Water, 2013)





Making Reform Happen

The Making Reform Happen (MRH) project, launched in 2007, aims to increase OECD's support to governments in their reform efforts by working to identify and better understand the factors behind successful reforms and providing direct support to member countries designing, adopting and implementing policy reforms. This work has taken on a new urgency in the wake of the global financial and economic crisis, as OECD governments now face the challenge of trying to restore public finances to health without undermining a recovery that in many areas may remain weak for some time.

OECD and the Korea Development Institute (KDI) are joining forces to identify the obstacles to reform that Korea and other member and non-member countries face in the progress of reform and find out the most effective ways of overcoming them. This knowledge sharing platform will be developed in collaboration with the Korean Government, the Ministry of Strategy and Finance (MOSF).

<http://www.oecd.org/site/sgemrh/>



Global Partnership for Water

Water security is one of the defining challenges of our time. By the middle of the next century, over 40% of the global population will live under severe water stress. A water supply crisis – a decline in the quality and quantity of freshwater – is perceived by many experts to be one of the top five global risks, both in terms of likelihood and impact.

This project aims to improve the knowledge base and impact of OECD's work on Making Reform Happen by engaging in the co-production of knowledge and building an multistakeholder platform to engage with key partners and stakeholders in a key partner country. The project builds on these two streams of horizontal OECD work to reach out and engage a multi-stakeholder group in a key partner country – India. This project also provides valuable inputs to the ongoing GWP-OECD Global Dialogue on Water Security and Sustainable Growth, co-chaired by the OECD Secretary-General and President Ellen Johnson Sirleaf of Liberia.

<http://www.oecd.org/env/watergovernanceprogramme.htm>



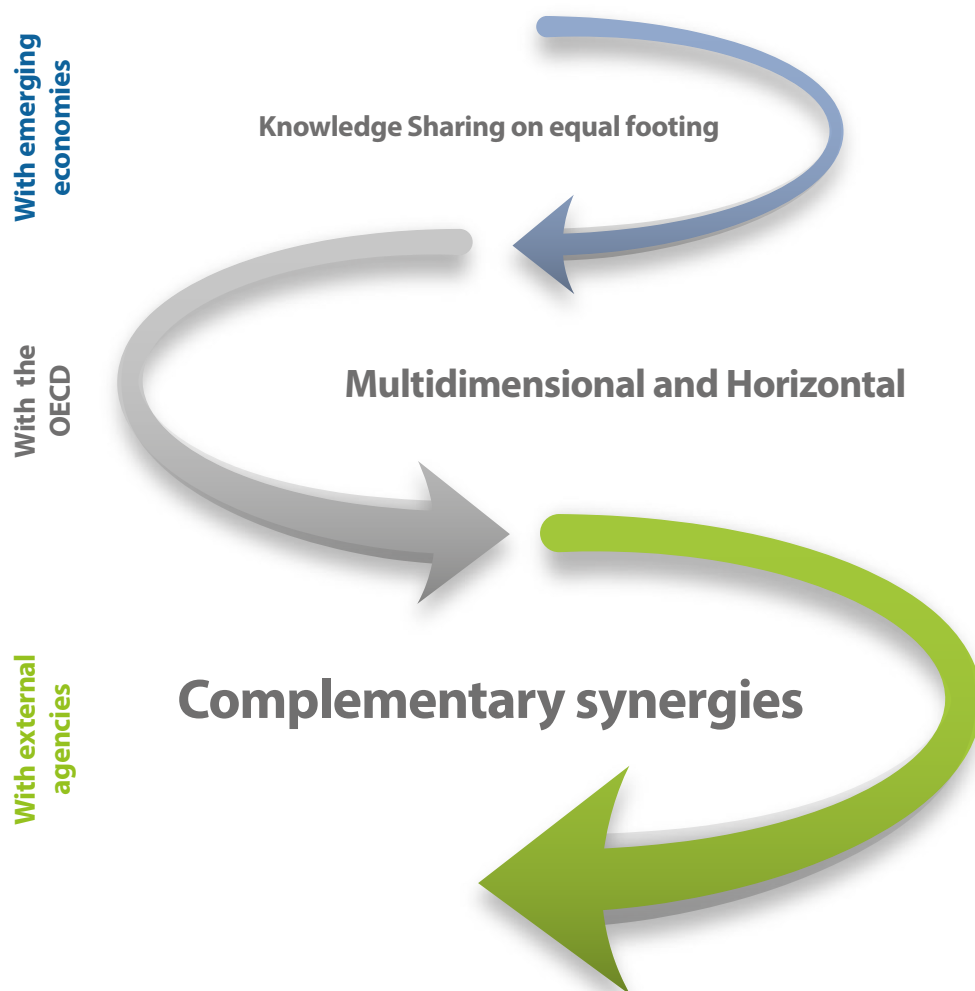
DID YOU KNOW?

Up to US\$5.9 trillion estimated loss by developing countries through illicit financial outflow 2002–2011.

(Global Financial Integrity, 2013)

4 A VISION FOR KNOWLEDGE SHARING

The Knowledge Sharing Alliance is developing Knowledge Sharing Platforms in collaboration with OECD Directorates. In partnerships with emerging and developing economies, these projects are established on the basis of joint learning and an equal footing, including external agencies working on the ground.



HIGHLIGHT

Mainstreaming development has been a key feature of OECD's horizontal approach since the launch of the Strategy on Development in 2012. The Strategy's pillars are policy coherence for development and knowledge sharing, supported by the strong involvement of OECD committees and member countries.

With its large body of knowledge and long-term experience of policy reforms and open dialogues, OECD is well positioned for a new era of international co-operation in the context of the post-2015 universal approach to development.

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Southeast Asia
Policy Networks



Inclusive Growth
New Approaches



Public Sector
Innovation



Global Dialogue
Water Security



Urban Green Growth
in Asia



Natural Resources
Global Value Chains



Policy Framework
on Investment



Eurasia Competitiveness
Programme



Making Reform
Happen



About OECD

OECD is a unique forum where governments work together to address the economic, social and environmental challenges of globalisation. The Organisation provides a setting where governments can compare policy experiences, seek answers to common problems, identify good practice and work to co-ordinate domestic and international policies.

OECD member countries are: Australia, Austria, Belgium, Canada, Chile, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, Korea, Luxembourg, Mexico, the Netherlands, New Zealand, Norway, Poland, Portugal, the Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Turkey, the United Kingdom and the United States. The European Union takes part in the work of OECD.

OECD Knowledge Sharing Alliance

Created in January 2013, in cooperation with the German Federal Ministry for Economic Development and Cooperation (BMZ) and Korean Ministry for Strategy and Finance (MOSF), the Knowledge Sharing Alliance (KSA) aims to leverage OECD's multi-disciplinary expertise, engage in conversations and mutual learning processes with emerging and developing economies, and increase impact by working closely with multi- and bilateral organisations having field presence and implementation.

www.oecd.org/knowledge-sharing-alliance

