

Knowledge Sharing

Lessons learnt from international experience
...and food for thought in ASEANSAI KSC

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Overview

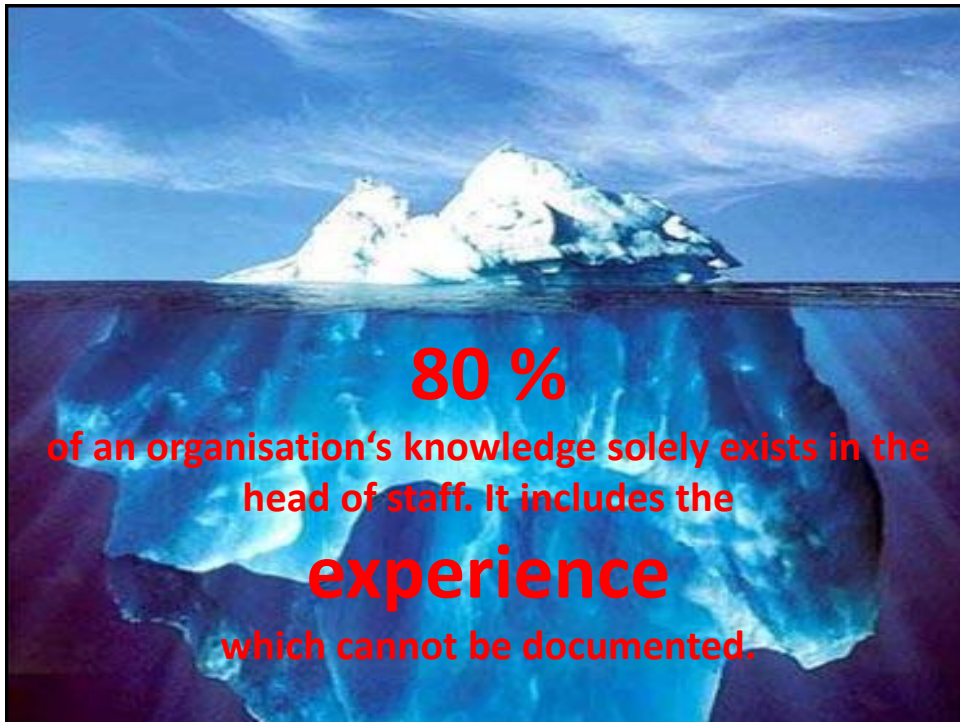
1. Benefits and Challenges of KM+KS
2. KS Case I: GIZ Sector Networks
3. KS Case II: OLACEFS' KM System
4. Conclusion: Food for thought

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Definitions

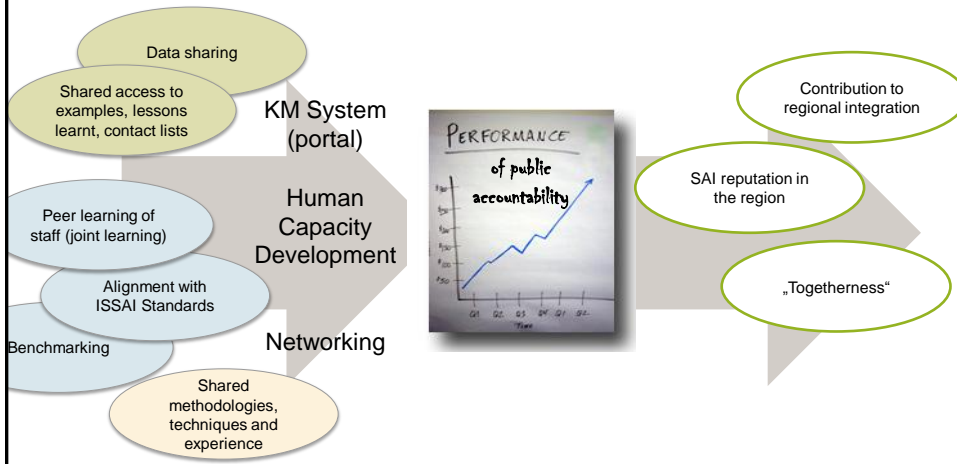
Knowledge Management (KM) is the **management process** of capturing, developing, sharing, and effectively using knowledge ... for achieving an organisation's goals.

- **Knowledge = tangible + intangible assets** (information, skills, expertise)
- **Measurable value added for individuals, strategy and results**
- **Management buy-in**
- **Integration in all organizational core processes**
- **Culture of knowledge sharing**

Knowledge Sharing (KS) is an activity through which knowledge is exchanged among people, friends, families, communities, or organizations ... for achieving new **solutions** for common challenges.

- **Openness and trust**
- **Incentives for sharing** (at least: no disincentives...)
- **Well-defined intellectual property rights [or "lefts"]**

In practice: expectations and benefits from KS



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Example I OLACEFS' KM System

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Sistema de Gestión del Conocimiento OLACEFS

Contiene publicaciones y experiencias emitidas por la Organización y sus miembros activos. Con esta herramienta usted tendrá un acceso oportuno a la información y conocimiento dentro de la organización. El acceso digital a este contenido le permitirá compartir sus conocimientos y experiencias sobre fiscalización superior y control gubernamental en América Latina y Caribe.

NUEVO! Acceda al **video explicativo** del Sistema de Gestión del Conocimiento presentado en la XXIII Asamblea de OLACEFS

Categorías de búsqueda

- Gestión/Control Fiscal
- Gobernanza y Gestión
- Infoteca

Últimas publicaciones

16 may 2014	Veedores Ciudadanos para la Integridad. Una l...	02 may 2014	Examen Especial a los bienes patrimoniales de...	28 abr 2014	Revista OLACEFS v.1:n°4
Resumen.- Nota metodológica.- Marco general de implementación de la práctica.- Análisis de la práctica.- Bibliografía.- Anexos.		Se ha ejecutado el examen especial a la Cuenta del Activo Fijo de la Corte Suprema de Justicia, correspondiente al ejercicio fiscal 2012. Se señala que los bienes sujetos a control se refieren al Proyecto de Fortalecimiento y Modernización de las		La fiscalización superior en los umbrales del siglo XXI: la auditoría ecológica/ María Luz Martínez Sanz.- La fiscalización de las actuaciones públicas en beneficio del medio ambiente/ Miguel A. Arnedo Orbañanos.- El control externo de la administrac... <i>Ver más ></i>	

Concept ...

Target group:
professionals (experts, auditors)

Content areas:

- Fiscal Auditing
- Governance & Management
- Other information

Categories:

- Lessons learnt / good practices
- Contact information
- Additional material
- Meta data

Technical integration:
search engine in OLACEFS portal

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... and content

OLACEFS portal

KM System

Fiscal auditing

- Audit reports
- Special reports
- Joint audits

Governance & Management

- Peer evaluations
- Special reports
- Trainings and Study tours
- Innovation (R&D)

Infotheque

- Guidelines and Manuals
- Articles
- Norms and regulations
- Annual reports and press releases

- Training material
- Expert directory
- SAI directory
- Directory of Working groups, Committees, Commissions

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Lessons learnt (= what really matters!)

1. Always align with **strategy** – or it will be irrelevant!
2. Involve **stakeholders** systematically
3. Don't expect magic! An **instrument** is only an instrument. When you start, be sure that
 - someone continuously takes care of it in the long run!
 - there is real demand for it who will really make use of it (in their work process!)

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Aligning with OLACEFS' strategy

Since 2001:

- Strategy 2001-2005 > Objective O3 on knowledge generation
- Joint issue-based learning
- Joint missions
- KM media



Plan Estratégico
2001-2005

Since 2006:

- Strategy 2006-2010 > Objective 4 on KM
- KM for OLACEFS
- KM instruments
- Promote KM for member SAI
- Human capacity development
- Joint reporting and lessons learnt



Plan Estratégico
2006-2010

Since 2011:

- Strategy 2011-2015 > Objective 3 on KM
- SAI network
- Joint learning
- KM System
- Trainings



Plan Estratégico
2011-2015

1. **Core group seminars** in 2011 and 2012 (Bogotá) develop KM Road map (facilitated)
2. **Process facilitation** by external consultant
3. **Pilot project:** Web-based KM System (8-10/2012)
4. **Involving stakeholders** in Working Group, assembly, SAI
5. Select and include (proprietary) **content** into portal
6. **Revise** data base and management processes (05/2014)

"Knowledge and experience of each member SAI of OLACEFS without doubt are their most valuable asset. This objective seeks to maximize sharing of knowledge and experience in the region in order to facilitate SAI achieving their goals. ... Therefore, OLACEFS' KM system supports technical staff and auditors of member SAI in their work and roles".

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Achieving wide-spread stakeholder commitment



KM Road Map
2012-2014

Core group seminars in 2011 and 2012 (Bogotá) develop KM Road map (facilitated)

1. Update of strategic plan of **KM Working Group** (Lima 08/2012)
2. Concept development for knowledge harvesting 08/2012
3. Pilot project "OLACEFS KM portal" in 08-10/2012 (web-based)
4. Feedback from **OLACEFS commissions & comités** 08-10/2012
5. Promotion during **OLACEFS assembly** in 11/2012
6. Good practices competition 01-06/2013
7. Presentation and implementation 03/2013
8. Official decision and **kick-off by KM Working Group** 03/2013
9. Online integration of KM portal in OLACEFS website 03/2013
10. Include more content into portal (04/13-06/14)
11. Revise data base and management processes (05/2014)

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Example II

GIZ Sector Networks

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Today: 18 GIZ Sector Networks with a regional focus



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Concept: Making the intangible knowledge accessible



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Concept and benefits

- **Target group (members):**
Mandatory participation of professionals from HQ and field
- **Governance:**
Line Managers steer thematic and strategic network approach
- **Organisation:**
Multitude of formats (conferences, workshops, virtual, taskforces etc.)
- **Business integration** by results, staff performance goals, joint learning, reporting.

Sharing lessons learnt in the region

Joint learning

Reflections on corporate policies and topics

Sharing sectoral knowledge

Supporting research

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Lessons learnt (= what really matters!)

4. Integrate KS in corporate **processes** – or it will always be *nice to have* or additional work load!
Show that KS pays off (e.g. with some “quick wins”)
5. Define the right **incentives** for professionals – or at least avoid disincentives for sharing...
6. Take a long breath! Trust-building takes time.
 - 3-5 years, ups and downs are normal
 - **Maintain commitment of a core group (“champions”) and top management throughout the process.**

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Conclusions

Food for thought in
ASEANSAI KSC

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Let's make a check-up! Critical factors of success

Strategy

Are there options for **quick wins** to start with?

...to demonstrate the benefits of KMKS.

Attitude

What is the best way to maintain and foster **commitment** of member SAI?

...to achieve impact continuously.

Assets

Are there **instruments, strengths** or other assets which have been successfully established already (and are used)?

...to build upon.



Processes

How can we **move quickly** to get results (champions, fast movers etc.)?

...to take action without leaving the others behind.

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Thank you very much.



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