

Scaling Up Knowledge sharing for Development- A Working Paper for the G-20 Development Working Group, Pillar 9

Implementation of the G20 Multi-Year Action Plan: Knowledge sharing

Action -Enhance the Effectiveness and reach of knowledge sharing

Disclaimer

This paper is based on “knowledge sharing” concepts used by International Organizations (UNDP, OECD, and World Bank) and other institutions, including the Task Team on South-South Cooperation. It relies on analysis conducted globally by the mentioned international organizations, as well as on case stories and studies from across all regions collected over the past two years by the Task team on South-South Cooperation¹. Acknowledging that there are other sources of information residing in other countries, bilateral donor agencies, institutions and other international organizations that were not used in the preparation of this paper, due to its scope and time constraints, the authors would like to refer the reader to view the wider evidence and case stories available at the below mentioned websites².

Introduction

1. The objective of this working paper is to recommend, at the request of the G-20, how Knowledge sharing (KS), through North-South, South-South, and triangular cooperation, can be scaled up in support of growth and development processes. The paper has been developed by a working group, consisting of representatives of the Task Team on South-South Cooperation and UNDP (the two mandated partners) as well as OECD and World Bank Institute. The working group collaborates closely with the Steering Committee for Pillar 9, which, besides the Working Group members, also includes Korea and Mexico as co-facilitators for Pillar 9, France as this year's G-20 Chair, and Colombia and Indonesia as co-chairs of the Task Team on South-South Cooperation³.
2. The paper is organized into four sections:
 - I. A description of how knowledge sharing is increasingly viewed as a complementary third leg to financial and technical cooperation in the changing global development landscape;

A set of emerging, evidence-based lessons for knowledge sharing as a development tool;

Proposed recommendations from the G-20 to scale up knowledge sharing;

Next steps on the short and medium term.
3. *Annex 1* is a glossary of terms related to knowledge sharing. *Annex 2* is an illustrative evidence base drawing on the case studies that the Task Team on South-South Cooperation has been collecting in collaboration with the academia from the South. *Annex 3* is the G-20 document spelling out details on the Pillar 9 of the Multi-Year Action Plan on knowledge sharing.

I. The Changing Global Development Landscape - Knowledge sharing as a Distinct Development Tool

1. The global development landscape is changing rapidly. New sources of growth have emerged, with corresponding capacity for savings and investment, and international assistance. As a result, the options for development cooperation are expanding, now that an increasingly diverse group of actors is engaged in supporting growth and development globally.
2. There is a growing recognition that, in a world of multi-polar growth, there is no “one size-fits-all” model of development or development cooperation. Traditional development assistance provided through North-South cooperation - mainly finance coupled with technical cooperation - has led to development outcomes benefitting millions of people in the developing world, but also revealed the ways in which to address technical cooperation shortcomings particularly through embedding demand-driven capacity development in national processes, including through development knowledge sharing.
3. South-South Co-operation has also been increasingly an important source of bilateral technical cooperation and development knowledge transfer, in many cases also accompanied by a significant transfer of financial resources. Fifty years of North-South and South-South development co-operation have led to increased interest in identifying how in development cooperation can lead to greatest impact.
4. New forms of cooperation such as triangular cooperation, engaging both development assistance providers from the North and the South in support of developing countries, are emerging as significant opportunities to promote both learning on development experiences and to maximize resources, capacities and knowledge.

5. The new sources of growth in the world economy are generating new sources of knowledge and development experience. There is growing recognition that the knowledge on what works and does not work to generate growth and sustainable development can be found increasingly in developing economies. As a result, flows of knowledge are becoming more and more multi-directional, including South-South, North-South, and South-North.
6. These flows are also a reflection of the growing interest among many middle-income and some low-income countries to share their accumulated development experiences. While North-South knowledge sharing has been the norm, the growth of South-South sharing of knowledge has exponentially grown, or come to the surface, particularly over the past several years. Section 2 provides some key concepts, mechanisms used, and lessons learned based on a sampling of bilateral and multilateral South-South exchanges.
7. This increasingly diverse supply of development experiences is met by a growing demand for knowledge sharing. More specifically, this demand is expressed by development practitioners and policy makers in developed and developing countries who want to explore new ideas and approaches, learn from each other, including through sharing their own experiences, and build horizontal partnerships based on equity, trust, mutual benefit and long-term relationships. The new possibilities for collaboration, made possible through the continuous expansion of information and communications technologies (ICTs) and, a new generation of rich, interactive technologies, are feeding this demand for practitioners and policy makers to be connected to each other directly.
8. It is important to understand that the demand of development practitioners for knowledge sharing is not only a demand to be connected to codified or academic information. It is to be connected to each other's practical experiences of the how-to of development and policy reform as peers. Both the peer-to-peer practitioner dimension of the relationship and the practical, how-to dimension of knowledge are essential characteristics of knowledge sharing and learning.

9. One way to characterize knowledge sharing experiences and modalities is by looking at the actors involved. *Unilateral* knowledge sharing takes place when the knowledge seekers explore the existing universe of relevant knowledge, usually codified in physical or virtual libraries and information repositories/databases. *Multilateral* knowledge sharing takes place when several knowledge seekers engage in a mutual, peer-to-peer exercise, exchanging their experiences and practices. *Bilateral* knowledge sharing takes place when the knowledge seekers engage in a bilateral exchange to share their respective experiences. While multilateral knowledge sharing is often facilitated by international organizations, bilateral knowledge sharing often involves government-to-government co-operation programmes. This paper focuses on bilateral and multilateral knowledge sharing.
10. As practitioners engage in direct exchanges with peers who are or have been struggling with similar concrete development challenges, they find the inspiration to enrich the analysis and understanding of their own circumstances, opportunities, and constraints. This is especially the case when perspectives of different stakeholders are reflected in the exchanges. This helps to strengthen their capacity to interpret the experiences and learning from their peers, in the context of their own local circumstances, and to draw and adapt those lessons that are relevant for them.
11. Knowledge sharing that involves a broad spectrum of national stakeholders serves as a critical tool for strengthening the bases for endogenous capacity development. It provides space for a mutually beneficial learning process that strengthens the individual and collective capacity of practitioners/experts and policy makers to lead and take charge of their own development process. Moreover, there is emerging evidence that this peer-to-peer learning process through knowledge sharing, not only strengthens local ownership and leadership, but improves and nurtures the enabling environment for designing and implementing difficult development policy reforms. This in turn helps build more effective governments.

12. In this sense, knowledge sharing is a concept that is distinct from technical assistance or technical cooperation. While technical cooperation can contain a knowledge sharing component, and indeed some of the technical cooperation programs of non-traditional development assistance providers have a large component of it, the larger share of technical cooperation is essentially different from knowledge sharing. This technical cooperation is intended and designed to provide a one-way transfer of much needed capacity, in the form of knowledge or technology, from sources that are external to the local context.
13. Knowledge sharing, when done well, is internal to the local context, and provides a critical complement to the transfer of technical assistance and finance, as it nurtures the local capacity and domestic leadership to adapt development solutions and guide development assistance to be efficient and sustainable.
14. As knowledge sharing is multi-directional in nature, one important role of traditional and non-traditional development assistance providers lies in, among others, making available their own development experiences to be shared with others. In addition, they have a critical role to play in assisting partner countries develop their own capacities to meaningfully engage in knowledge sharing, both as providers and as receivers. This is where the models of become particularly relevant to knowledge sharing. Intrinsically multi-directional, triangular cooperation has the potential to enable new types of horizontal partnerships between developed countries and win-win-win situations among developed and developing countries.
15. In the current global landscape, the G-20 decision to scale up knowledge sharing as part of the Seoul Multi-year Action Plan could not be more timely. The development community – both countries and international organizations – are engaging more decisively and developing mechanisms to better facilitate knowledge sharing. Early lessons learnt from growing global practice are beginning to provide useful insights into what works and does not work. The time is ripe for all the stakeholders to work together and tackle the constraints, so that knowledge sharing can be scaled up as a cornerstone of the capacity development agenda.

II. How to share knowledge – What the evidence is showing

16. The Seoul Multi-Year Action Plan encouraged international organizations that operate knowledge sharing platforms to strengthen and broaden sources of knowledge on growth and development. The UNDP, OECD, the World Bank and the Task Team on South-South Cooperation in preparing this paper took stock of the knowledge sharing mechanisms that are operative in each organization with a view to supporting the Multi-Year Action Plan process to scale up and mainstream knowledge sharing in all its pillars.
17. This process is at an early stage and in any case only covers a subset of the universe of international organizations knowledge sharing mechanisms. The analysis of international organization's knowledge sharing mechanisms shows that there is substantive capacity in these mechanisms to facilitate and support scaling up knowledge sharing operations

officials and related networks; workshops and study tours, knowledge fairs, global networks that cater for in-country capacity to design and implement knowledge sharing, including through use of information and communication technologies.

- x Benchmarking quality knowledge sharing and monitoring for results, through documenting of North-South, South-South and triangular cooperation case studies, developing good practice and lessons learnt, convening G-20 members and partners in face-to-face events, peer reviews, and the development and application of comprehensive results frameworks for capacity development.
- x Funding knowledge sharing operations designed to mobilise partners and resources to facilitate knowledge sharing transactions. Funds and facilities can be made available to government and non-government stakeholders seeking access to specific knowledge in other countries.

18. The increased awareness of the value of knowledge sharing as a form of development cooperation has led, in recent years, to increased efforts to map emerging practices, analyze country-led and multilateral experiences, marshal evidence on good practice, draw lessons, and assess the potential for scaling up. This work that the international organizations and Task Team on South-South Cooperation have been actively engaged in is being informed also by rich academic literature on studies of how knowledge is managed and shared within complex organizations. Some key findings are well noted below:

- x Knowledge is not a static entity, a stock that can be delivered unchanged and transferred between contexts. Knowledge is often characterised by significant levels of information which is not codified and information that is embodied/residing in people or institutions.
- x Knowledge sharing is most of all about people, not about heavily formalized systems or technologies. Knowledge sharing happens when people interact with each other. Context is also crucial, in particular in the development sector, where an approach that works in one context won't necessarily transfer well into another context.

- x Successful knowledge sharing involves extended learning processes, rather than simple communication as the knowledge that is shared needs to be internalised, adapted and applied to the local context and needs. Approaches to knowledge sharing that only rely on the codification of knowledge into databases that operate on a pull basis have proved to be less effective⁴
 - x The use of instruments such as practitioner networks on knowledge sharing and communities of practice, as well as the smart use of information and communication technologies (ICTs) can considerably enhance the pedagogical and cost-effectiveness of the learning experience. However, while these technologies offer great opportunities to facilitate knowledge sharing, the introduction of ICTs by themselves does not promote more effective knowledge sharing.
19. Furthermore, this paper has drawn upon an important body of analytical work on case studies undertaken by the Task Team on South-South Cooperation. This work was peer reviewed by experts and Southern academics and contributes to implementing the Task Team mandate in view of the Busan 4th High-Level Forum on Aid Effectiveness (see Annex 2). This work which is growing in volume and depth and yielding some early lessons that are well worth noting in considering how knowledge sharing can be scaled up.
- x _____ to provide sustained support to knowledge sharing as a development priority underpinned by consistent funding is critical. This provides a strong guarantee of country leadership and alignment to national priorities and institutional development goals.
 - x _____ has proven its worth under different country contexts in several geographic regions. Knowledge sharing has the most impact when it involves policy makers and practitioners who have first-hand experience with the reform processes and understand the inherent capacity and political economy constraints of those reform processes. Experts and practitioners are the

source of first-hand experience and are in the best position to lead the cycle of activities and programs, in a spirit of peer-to-peer equity, trust, mutual benefit and long-term engagement. As such, they provide the technical and know-how complement to the equally necessary political commitment and steer provided by the policy-makers.

- x There is a need for brokering mechanisms, which can match up knowledge demand and supply in an effective way and at acceptable transaction costs. It is often difficult to know what aspects of knowledge are important or which elements need to be transferred. Therefore, it is important to create the space for the relevant practitioners to be connected directly to each other. The brokerage role of the knowledge sharing mechanisms must be demand-driven, credible and impartial, in order to allow partners to judge a solution's scalability, adaptability and effectiveness with respect to their specific needs.
- x Today, knowledge sharing is still faced by 'brokering bottlenecks' that hamper effective matching of the demand and supply of knowledge. These bottlenecks have their source both on the demand (e.g. lack of capacity to identify what is needed) and supply side (e.g. lack of information on what is available). An encouraging sign is that new, and more mechanisms that address these constraints are emerging. In this sense, triangular cooperation is considered as an important step forward bringing benefits to all involved parties and supporting development of intermediary countries' capacity for South-South cooperation. Countries, including at the sub-national level, are investing in their institutional capacities to share and learn, often relying on specialized focal points connected with peers around the world.
- x Triangular Cooperation has proven itself to bring together and complement the strengths of traditional donors, middle-income countries and low-income countries. However, to effectively promote knowledge sharing through triangular technical cooperation, Governments must ensure that the initiatives supported are demand-driven and foster mutual accountability. Additional measures to deepen the analysis of transaction costs and establish guidelines for better technical cooperation are also required.

- x At the global and regional levels, several multilateral institutions are gearing up to serve as connectors of demand and supply of development knowledge and expertise, aiming to support countries as key actors of North-South, South-South and triangular activities. A fundamental pre-requisite for effective brokering concerns the knowledge seeker's capacity to articulate needs and demand, as well as to participate effectively in the knowledge exchange and internalise the relevant knowledge (see below under "country capacity").

- x Very few knowledge sharing activities and programs track and evaluate systematically the results achieved in terms of intermediate capacity outcomes and development impact. Knowledge sharing is effective when the knowledge seeker is capable of internalizing the relevant aspects, using and adapting them to suit specific needs.

- x Moving in this direction will provide more opportunities to scale up on an informed basis. Most knowledge sharing programs are designed around activities using a mix of one-time and process based modalities such as field visits, study tours, and workshops to engage practitioners. Even the best of these show difficulties to promote a longer-term collaboration among practitioners as tangible returns are often not clear for end-users of the knowledge exchange.

- x Moreover, the majority of these exchanges are involving a rather narrow group of players. While such partnerships make sense, the effectiveness and impact of knowledge sharing tends to increase substantially where the experiences and perspectives of a wide range of stakeholders are captured, including those of local authorities, academia, civil society, private sector and professional associations.

- x Sound in-country institutions are key to scaling up knowledge sharing, and should be complemented with efficient and high-quality service provision. Governments should develop a strategic approach to knowledge sharing and identify what institutional setting would work more effectively in their specific setting to promote efficient participation

and long-term, institutional learning. Testing and innovation is important, but important lessons from the capacity development debate should also be taken into account, to avoid repeating mistakes and make the best use of scarce resources.

- x A focus on strengthening systems rather than individuals' capacities seems particularly relevant. Managing the administrative and logistical aspects of knowledge sharing often overstretches the available capacities of governments and institutions engaged in this type of development activities, and high-quality service providers for operational and strategic activities are much needed.
- x Sustainability of knowledge sharing, scaling up and achieving development outcomes depend on programmatic approaches underpinned by predictable, medium-term financial commitments. However, financial resources for knowledge sharing are still limited and often earmarked for one-off or short-term activities. Funding sources and mechanisms that incorporate financial and in-kind contributions by different partners from policy and practice domains should be sought as they can help create a sense of shared responsibility and mutual accountability.
- x Although good progress is being made, available evidence on knowledge sharing experiences remains limited, and knowledge sharing good practices are not yet available. Documenting and analysing the knowledge shared, as well as the methodology used, is essential for learning, accountability, transparency and outreach. Encouraging examples of in-country analytical capacities show that continued learning could be scaled up through broad partnership with specialized academia.

III. Recommendations for G20: Scaling Up Knowledge sharing

20. Recommendations in this section cover areas where G-20 leadership can catalyze collective action in knowledge sharing and support doing the right things as well as doing things right to scale up knowledge sharing. The recommendations also seek to have direct relevance for policy and practice within G20 and beyond, looking ahead to generate concrete results from the Seoul Development Consensus and its multi-year action plan leading to the Cannes Summit this year and the G-20 Summit under Mexico's leadership in 2012.

as a result of the Seoul Development Consensus Action Plan for 2005-2010, the G-20 has been able to achieve significant progress in scaling up knowledge sharing for development. This progress has been achieved through the efforts of the G-20 Development Working Group, which has been instrumental in coordinating and facilitating knowledge sharing activities across the G-20. The G-20 Development Working Group has been successful in identifying key areas for knowledge sharing and in developing a framework for scaling up knowledge sharing for development. This framework has been used to guide the G-20 Development Working Group's efforts to scale up knowledge sharing for development. The G-20 Development Working Group has been successful in scaling up knowledge sharing for development in a number of key areas, including: (i) policy and practice, (ii) research and analysis, (iii) capacity building, (iv) knowledge management, and (v) knowledge sharing for development. The G-20 Development Working Group has been successful in scaling up knowledge sharing for development in a number of key areas, including: (i) policy and practice, (ii) research and analysis, (iii) capacity building, (iv) knowledge management, and (v) knowledge sharing for development.

Greater information sharing at country level on KS activities promoted by each G20 would contribute to that goal.

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- x **The policypractice balance** Effective knowledge sharing requires both political commitment and the leadership of practitioners in implementation. National policy-makers should fully and deliberately support knowledge sharing through predictable medium-term financial contributions, a clear policy frame of reference, and sustained engagement. Practitioners should take the lead in implementation through peer-to-peer experience sharing mechanisms and activities.
- x **Brokering.** Smart, efficient and demand-driven brokering captures, channels and manages information, knowledge, experiences and capacities accumulated by developed and developing countries, including through multilateral programmes. Countries and international organizations should ramp up their collaboration to provide easier access to relevant development experiences, which now reside on diverse platforms or are not yet captured or documented. Multilateral institutions can act as connectors to link countries to relevant knowledge and open-up their knowledge sharing platforms and processes, which can maximize complementarities with country-led and, triangular knowledge sharing mechanisms.
- x **Result-oriented design and implementation** Knowledge sharing activities and programs should be designed and implemented with a results framework in mind. This will lead to capacity development outcomes, which in turn contribute to the overall development goal. When appropriate, knowledge exchanges should extend beyond government-to-government relationships and also encompass non-state actors to ensure a diversity of perspectives. The exchanges should also make smart use of a blend of knowledge sharing tools, e.g. face-to-face, video conferences, and on-line collaborative tools, to promote continuous long-term interactions among practitioners.

- x **Country capacity** Countries are encouraged to develop deliberate and concrete institutional arrangements to formulate their knowledge sharing strategy and coordinate knowledge sharing activities building on lessons learned from technical cooperation and capacity development experiences. G-20 governments and international organizations should assist partner countries in upgrading their institutional capacity to engage in, coordinate and manage knowledge sharing, and to translate the shared experiences into locally relevant development solutions.
- x **Funding.** The G-20 governments, and other countries providing development cooperation (including South-South Cooperation) and triangular cooperation, should create spaces in their assistance portfolio so that knowledge sharing can be promoted and scaled up through political commitment and sustained funding. International organizations and countries providing development cooperation should aim to mainstream knowledge sharing through their operational programs. Cost sharing mechanisms should be pursued as much as possible to increase shared responsibility and ownership.
- x **Quality.** Efforts aiming to strengthen the individual and collective capacity of stakeholders in documenting, systematizing and monitoring evidence of knowledge sharing should be supported. The investment in in-country analytical capacities, including through partnerships with specialized academia, especially in the South, will help ensure continued country-led learning, rigorous assessments of results with quality benchmark knowledge sharing, and a deeper understanding of good knowledge sharing practices.

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IV. Next steps

27. Feedback knowledge sharing from G-20 countries at the Cape Town G-20 Development Working Group meeting will help refine the options for scaling-up and for mainstreaming knowledge sharing in other pillars of the Multi-Year Action Plan. The partners working on this pillar will subsequently recommend to the G-20 through the pillar's co-facilitators additional elements on how to operationalize and mainstream knowledge sharing in general and with specific reference to individual pillars of interest, building on a continuous consultation with the involved international organizations and the members of the Task Team on South-South Cooperation.
- 28.

modalities on how to scale-up and mainstream knowledge sharing, Pillar 9 partners will recommend to the G-20 specific options, also taking into account the work done with the “demonstration of the concept” work on Growth with Resilience. The division of labor between the organizations involved will be done based on their comparative advantages, both thematically as well as with regard to the knowledge sharing modalities required.

31. The current partners involved in the implementation of Pillar 9 recognize the need for an on-going, evidence-based learning process on knowledge sharing and to further develop good practices and facilitate coordination among countries and international organizations. By the end of the current G-20 French presidency at the Cannes Summit, the partnership will i) prepare refined best practice principles for knowledge sharing based on solid evidence generated in collaboration with specialized academia; ii) compile a list of focal points for knowledge sharing in G-20 countries and relevant international organizations; iii) develop a proposal for a knowledge sharing partnership platform, listing existing knowledge sharing mechanisms and explaining how they work, with a view to offer a one-stop shop to knowledge seekers on policies related to the pillars of the Multi-Year Action Plan on Development; iv). participate in various events organized at global and regional level such as OECD-Korean Development Institute Knowledge Sharing Workshop (11-12 July, Paris) to expand and deepen the discussion on knowledge sharing. In addition, Pillar 9 partners will investigate the feasibility of establishing a more formal Global Partnership for knowledge sharing, involving more organizations as well as country partners.

Annex 1 – Glossary of terms, knowledge sharing frameworks and instruments

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- x sharing of development models and solutions which have proven successful in one or several countries, and might be, in partnership, transferred and adapted in other/s
- x direct access to valuable and hard-to-codify information on public policies for development constructed on evidence-based approaches, built on the expertise of policy makers and practitioners
- x a process whereby people, organizations and society as a whole, adapt knowledge generated by others in order to strengthen their own capacity over time as an effective tool for sustainable development and generation of results

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- x It is often associated with actions aimed at strengthening individual and organisational capacity by providing expertise (short and long term technical assistance personnel, institutional twinning arrangements, mobilisation of Diaspora, etc.), training and related learning opportunities (peer exchange, tertiary education, etc.), and equipment.
- x There are two basic types of technical cooperation: (1) free-standing technical cooperation (FTC), which is the provision of resources aimed at the transfer of technical and managerial skills or of technology for the purpose of building up general national capacity without reference to the implementation of any specific investment projects; and (2) investment-related

technical cooperation (IRTC), which denotes the provision of technical services required for the implementation of specific investment projects.

exchange of resources, technology and knowledge between and among developing countries. It has been going on for more than 50 years. Increasingly S-SC involves a complex mosaic of governmental and non-governmental actors, and instruments ranging from one-off activities to budget support and large-scale loans.

an arrangement under which donor and international organizations support specific South-South cooperation programmes/projects by providing technical, financial, and material assistance. In addition, many of them support development of countries' capacity for South-South cooperation; information-sharing and "match-making"; as well as knowledge-sharing and networking among developing countries. A subset of this cooperation is trilateral cooperation which involves at least one traditional donor providing assistance to two or more partner countries engaged in South-South Cooperation.

- the ability to systematically capture and effectively match supply and demand of knowledge, experience and capacities with lower transaction costs.

- the ability to successfully share and transfer knowledge between relevant practitioners using a broad spectrum of approaches, tools and instruments, including study tours, workshops, video conferences, help desk support

- the understanding and application of results-oriented approaches to knowledge sharing to realize longer run benefits for capacity development of country institutions, and systems.

- the understanding of how financial instruments can be used to promote knowledge sharing, and catalyze development effectiveness.

Annex 2 – The evidence base⁵

| Countries partnering in the experience | Full title of case study |
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<http://www.southsouth.info> ; <http://www.southsouthcases.info>

Annex 3 – Pillar 9 of the G-20 Multi-Year Action Plan

Seoul Multi-Year Action Plan on Development

Pillar 9 (Knowledge Sharing)

Co-facilitator countries: Mexico, Korea

Coordinating international organisations: UNDP and TT-SSC

Considering their specific engagement towards knowledge sharing and ~~South~~ triangular cooperation, the UNDP and the Task Team on ~~South~~ South Cooperation (TT-SSC) will have a leading role in coordinating the work to be undertaken with other IOs (OECD, World Bank...). The UNDP and the TT-SSC will be responsible to present, in due time ~~at the latest by 10 June 2011~~, a joint report that will reflect the contributions of all involved IOs.

Contribution of other international organisations

UNDP and the TT-SSC will work with other IOs, in particular with the OECD and the World Bank.

Objectives

The joint report should contribute to build a common assessment and a common working method among IOs on ways to ~~enhance the effectiveness and reach of knowledge sharing~~. The joint report should help G20 members to build a consensus ~~on the importance of sharing development experiences and fostering aid effectiveness~~ including through (but not limited to) North-South, South-South and triangular cooperation. In its recommendations, the report should provide guidance on ways to:

- strengthen and broaden sources of knowledge on growth and development,
- improve brokering functions,
- strengthen the dissemination of best practices,
- expand funding options.

N.B.: The joint report is primarily for internal use of the G20 Development Working Group and is not meant to be a public document. Accordingly, any views or opinions presented in the report will not necessarily represent the official position of the participants or will it engage them. Individual IOs

are invited to present a joint report with recommendations based on consensus. If needed, individual IOs could express reservations or nuances in the joint report on recommendations or opinions presented.

The Seoul mandate

The G20 DWG is in charge of the action plan and will monitor progress by reporting to the Sherpas.

The action plan identifies the UNDP and the SSC, in consultation with the OECD, the WB and RDBs that operate knowledge sharing platforms, “to strengthen and broaden sources of knowledge on growth and development.” The action plan adds, moreover, that the UNDP and SSC will recommend “how knowledge sharing activity, including North-South, South-South, and triangular cooperation, can be scaled up.”

Timetable:

Each report described here below will be submitted to the chairs of the Development Working Group (France, Korea, South Africa) and to cofacilitators (Korea again and Mexico). It will be reviewed by the cofacilitators and sent as background paper to the Development Working Group:

- A preliminary report to be submitted by 5th March 2011 at the latest
- The final report to be submitted by 10th June 2011 at the latest. The detailed report will integrate comments and observations expressed by the DWG during its first meeting.

