

Incentivizing online engagement in Communities of Practice - What works in World Bank group communities

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Introduction

Communities are about people, and so are online communities. This means that, to ensure vibrancy and success, the design of both online and in-person experiences needs to be user-centric and guided by a set of key questions: What are the members' needs? What motivates them to get involved and stay involved? What are the top three action items and activities that members will engage in?

This paper is a collective effort of the internal group of community managers working across the World Bank Group (“the Bank”). We will present our approach to incentivizing online engagement in Communities of Practice (CoPs) by providing a practical framework, sharing what we believe are elements of a successful CoP, and demonstrating individual tactics and activities that work.

Our experience has shown that, in general, Bank CoPs focus on how to motivate individuals, not by using monetary incentives, but rather by catering to their inner drive to improve themselves and the context around them. When CoPs provide the right incentives, knowledge sharing, knowledge curation, community building, and awareness raising, all have a greater chance of success. This paper will showcase how incentives can be built into the design and tactics of CoPs, and then conclude by sharing current challenges and ideas for next steps.

Building CoPs at the World Bank Group

In April 2012, a team of Bank and external CoP experts led an initiative to assess the maturity of communities and to increase their impact. The project consisted of proactive coaching of eight mature CoPs. The team observed significant challenges including lack of consistent facilitation, norm development, operating models/structure, leadership, sponsor involvement, funding, and organizational support. They recommended that CoPs standardize their approach to design and execution, developed a toolkit and an online resource hub, and articulated sponsor engagement and the need for a core team of individuals to support the CoP. This extensive work helped establish a central support function for CoPs, which started providing tailored advisory services to Community Managers and Community Leaders. The team quickly realized the importance of

professionalizing the role of Community Manager. Over time, a Community Management Certification program was developed, inspired by leaders in the field (such as FeverBee and The Community Roundtable) to build the competencies of staff facilitating CoPs and to guide them through the basics of how to develop and strengthen vibrant CoPs. The training relies heavily on a standardized set of templates and a guide, *Building Community – A Primer*, which presents the framework to internal audiences. To ensure continuous learning and peer-exchange, a community for those interested in community management started to emerge and soon evolved into one of the most active internal CoPs, with a library of hundreds of discussions and lessons learned, and regular meetings and activities.

In these five years of experimentation, we have tested approaches and tried out different tactics. In the next sections we will present a few relevant points from our theoretical approach to building CoPs and a number of different tactics for online engagement.

Four ways to design incentives into CoPs

Incentives are generally defined as something that motivates an individual to perform an action. In the fields of psychology and economics, incentives are seen as the “utility” derived from a specific action, and often this is described as a two-step process, in which individual/group effort has an impact on performance, and performance has an impact on outcomes (Kraut and Resnick 2011: 23).

Extrinsic incentives

Extrinsic incentives use a push mechanism, often a reward to encourage an employee or a group to behave in a certain way. Material benefits are not the only incentive in this category: status (reputation, recognition, visibility) and privileges can also be considered extrinsic motivators (Kraut and Resnick 2011: 52-53). While in some instances these types of incentives become counterproductive, material rewards can still be used to signal management’s support to knowledge sharing (Wenger 2002: 182) and community members with a higher status are more likely to encourage others to adopt the same behaviors (Millington 2014: p. 94).

Intrinsic incentives

Intrinsic incentives relate to the inner motivation and desires of an employee or a group, often linked to competency, relatedness, or autonomy. In other words, the satisfaction that one may experience isn't necessarily linked to a reward: it may come directly as a result of the completed action or the achieved performance level (Kraut and Resnick 2011: 52-53). According to Wenger (2002), mature CoPs are able to provide intrinsic incentives to motivate knowledge sharing, by strengthening the group's interconnectedness and by demonstrating the intrinsic value of sharing knowledge (p. 124).

While multiple factors play a role into the success of CoPs, there are only a handful of elements we think have a direct connection to incentives. In this section, we will present the essential elements that are the backbone to incentivize online engagement.

Know the audience

A community can succeed only if it serves a purpose for its members and is built around them. This holds true for online communities in a professional context where people are not used to communicating and collaborating through social enterprise networks. Therefore, it is essential to understand not only the needs of members but also their habits, especially in terms of familiarity and comfort with online collaboration platforms. While a few of the Bank's externally-facing communities have used extrinsic incentives to get members to contribute, such as paying for expert contributions, the key has been to leverage members' intrinsic motivation. In order to identify intrinsic and other extrinsic incentives, such as connections, visibility, or advancement of an agenda, getting to know the community's members is fundamental. This is an ongoing process through the life-cycle of the community and it includes periodical surveys, chats over coffee, calls, and meetings.

Most Bank CoPs start with an “audience analysis.” While every community has its own way of doing the audience analysis, many use a template adapted from Richard Millington's *Buzzing Communities* book. This template suggests doing a survey and interviewing 10% of randomly selected potential or current members to find out who they are, what they think, and what their habits, needs and aspirations are. The audience analysis usually helps make decisions on what platform to use for online engagement, how to use it, and whether to keep the community closed or open. In addition to the Audience Analysis, community leaders and managers also interview potential or current Core Group members to identify people who exhibit especially high intrinsic, individual motivation and will support the CoP almost by nature.

Define community value

To ensure continued support and funding, a community must provide value to the organization of which it is part. Similarly, if the community doesn't provide value to its *members*, they simply will not contribute. The key to community success is to identify the sweet spot where value to the organization and value to members overlap. Once this common community value is defined, it is more likely that the community strategy, action plan, and activities will integrate incentives that are valid both for individuals (e.g., adding to someone's own reputation) and for groups (one person helping to add to the organization's reputation). Articulating community value helps the CoP focus on those activities that matter the most.

A starting point to understand and define the value of a CoP is certainly the “audience analysis”, which will include questions around what the members perceive as needed/useful. Other sources of information include: views and comments to most relevant content or direct contributions on a platform; periodic surveys; interviews with members and also stakeholders/sponsors; and, evaluation against corporate objectives.

Create a strong team

In our experience at the Bank, successful communities are driven by people behind the scenes. They plan, coordinate, build relationships, steer the group, and perhaps most importantly, get management buy-in. Each one of the following team “positions” either draw on motivated individuals or set the conditions for incentivizing others:

Community leader:

Often a subject matter expert who is respected in her field. She is the best link to management buy-in and communicating the value of the community to senior partners. She believes in the power of the collective and is a willing role model for the right online behaviors. Her participation incentivizes others to act. She provides the right individual and group incentives—generally intrinsic.

Community manager:

A colleague with great interpersonal and planning skills who generally adapts to different technologies. This is a pivotal role, whose responsibilities include strategy, membership growth, events, creating online content, building relationships, and managing online platforms. The relationships that the community manager builds with members and the Core Group are essential to incentivizing participation, whether through leveraging intrinsic motivators (mastery or autonomy) or extrinsic ones (status).

Core group:

The sounding board of the community and its team of first respondents. Recruiting a Core Group requires finding motivated individuals—often those who feel incentivized on many levels. More junior members will be interested in getting access and opportunities to meet more senior members, experts will be interested in getting more visibility and in leveraging the community for their own goals (feedback on a paper, dissemination of a toolkit, etc.). Their participation then reinforces those same incentives and models participatory behaviors in the community. The Core Group helps gather what the community at-large wants and needs.

Model and promote good behaviors

In our experience, effective online engagement requires a behavior change on the part of CoP members. Taking a lead from the work of psychologist Albert Bandura on perceived self-efficacy – a person’s belief in their own ability to take action – individuals must be confident in their capacity and competence before any behavior change can happen. Community Leaders and Community Managers are the ones who model desired actions for others in their communities. They can appeal to the professional needs of their members – often either individual *or* group intrinsic – to cultivate engagement, connection, and a sense of purpose. Focusing on “good” behaviors and relationship can also address serious barriers associated with participating in an online environment, such as reputational risk for saying something ‘wrong,’ perceived lack of time to share, or negative interpersonal relationships moving online. Over time, these behaviors will become established and normalized, viewed not only as acceptable, but as expected.

In our experience, those CoPs that have paid particular and continued attention to the above building blocks are the ones that experience high levels of online engagement. The four elements help specifically the Community Manager to gather all the information that she/he needs to design highly-engaging online activities, from the initial planning, to the communication and engagement, to the final wrap up. In the next section we will present a set of successful tactics, designed for maximum engagement.

Tactics to incentivize online engagement

CoPs at the Bank have experimented with and refined a number of tactics that incentivize online engagement. The tactics leverage individual incentives that have to do with recognition and reputation, in addition to the three elements of human motivation laid out by Pink (2001); autonomy (the desire to direct our own lives), mastery (the urge to get better at something that matters), and purpose (the yearning to do what we do in the service of something larger than ourselves). While they are dependent on context and factors such as CoP maturity level, these tactics offer a window into successful experience in this institution.

In the table below we have summarized the tactics that are presented in detail in the following sections. The table is meant to inspire practitioners and provide useful tips on how to incorporate incentives into the design of specific online engagement activities.

<i>Tactic</i>	<i>Incentive</i>	<i>Implementation note</i>
<i>Implicit knowledge sharing</i>		
<i>Expert blog</i>	Recognition <i>Extrinsic</i>	Highlight the increased status and visibility to motivate experts. Also, mention the ability to receive feedback from a community of peers, which can serve as additional motivator. Simplify the process, by offering help, templates, guidance.
<i>Time-bounded discussion</i>	Reputation <i>Intrinsic</i>	Recruit one or two respected practitioners to facilitate (offer increased visibility), create a sense of time urgency through promotion and back-channel messaging. Highlight and recognize member contributions (in reminders/newsletters). The topic should be timely and focused on practitioner needs (mastery).
<i>Virtual currency</i>	Recognition <i>Extrinsic</i>	Define and communicate the rewards system related to social activity. Display a public leaderboard/regularly communicate standings.
<i>Knowledge Curation & Co-Creation</i>		
<i>Knowledge Notes</i>	Mastery <i>Intrinsic</i>	Focus on time-sensitive or crowd-sourced topics (mastery). Rely on the Core Group and most active members (with targeted messages) to help with member engagement. Recognize contributors.
<i>Case Study Aggregation & Curation</i>	Mastery <i>Intrinsic*</i>	Select technical theme, and scope for collection (internal; country-specific; global, etc); consider tying in rewards or formal publication (web, compendium).

<i>Raising Awareness and Sharing News</i>		
<i>E-Newsletter and Simple Weekly messages</i>	Reputation <i>Intrinsic</i>	Highlight and recognize top contributors (by name). Highlight role models and right behaviors. Include most recent valuable resources. Encourage engagement (feedback/questions).
<i>Building a Sense of Community</i>		
<i>Introduce Yourself Discussion</i>	Autonomy & Purpose <i>Intrinsic</i>	Maintain a permanent, online, ‘sticky’ discussion where new members interact; ensure Community Manager or Core Group responds.
<i>Member Highlight</i>	Reputation <i>Intrinsic</i>	Create a regular space in newsletters or online to describe a member's work and interests. Work with the member to highlight activities of importance to her/him.
<i>Working Out Loud</i>	Autonomy & Purpose <i>Intrinsic</i>	Can be conducted in-person using John Stepper’s full methodology, or online in weekly discussion threads. For the weekly threads, define, share, and role model the ideal structure for the updates.
<i>Ideation Thread</i>	Autonomy & Purpose <i>Intrinsic**</i>	Post an online thread to set agendas, poll interest in different topics, etc.
<i>Photo Competition</i>	Recognition <i>Extrinsic</i>	Gather and promote selfies, photos of pets, work, etc. online or make an actual photobook. Especially good for newer communities. Can also feature development work in country/field based projects.
<i>Online Reflection</i>	Autonomy & Purpose <i>Intrinsic</i>	Gather members’ thoughts on the strength, direction, and development of the community itself.

*May be extrinsic if using monetary rewards for ‘best in class’ cases

** These are tactics that require individual contribution but can be motivated by a desire to see the group, as a whole, succeed and cohere.

Implicit knowledge sharing

The following are a sample of successful tactics CoPs at the Bank use to facilitate the transfer of implicit knowledge—the type of know-how that can generally be shared or written down with enough reflection.

Expert blogs

Institutional experts are given increased visibility in the community as well as a chance to present ideas/concepts and to receive feedback from other members. The roles of the Community

Leader and the Community Manager are key in securing experts, motivating them, communicating to them the value of their participation, as well as in announcing and advertising the blog posts to the community for maximum readership.

Time-bounded discussions

Time-bounded discussions are online conversations in which members share their views and insights around a topic of interest to the community during a limited timeframe. A subject-matter expert acts as moderator and answers questions while moving the conversation forward. Their presence also serves as a “pull factor” for members to participate, since they will have access to a respected member of their community for questions and clarifications. These discussions can be used to generate ideas around controversial positions or “greenfield” areas of the practice, with the community coming to a consensus on the path forward.

Example: The *Energy Access for All* CoP – publicly viewable on www.collaboration.worldbank.org – has several examples of time-bounded discussions.

Virtual currency

This approach incentivizes knowledge sharing generally, without focusing on a specific topic. The *ICT Knowledge Marketplace* CoP developed a virtual currency which members exchanged for knowledge (articles, answers to questions, reviews, sample Terms of Reference, feedback on content). Members would offer an amount of the currency and award it to the individual who provided the knowledge. A leaderboard showed individual ranking, adding an element of extrinsic individual incentives by promoting measurable recognition.

Knowledge curation & co-creation

So far, we have seen many examples where Bank CoPs have served as a conduit for feedback on knowledge resources, increasing the impact of these tools by incorporating wider expert perspectives. Examples of co-creation of curated knowledge have been, on the other hand, quite scarce, even though they demonstrate the power of CoPs as productive units. Two of these rare examples follow.

Knowledge notes

Knowledge Notes are briefs on time-sensitive topics to generate discussion, knowledge-sharing, and the creation of new briefs based on need.

Example: The *Learning from Megadisasters* CoP team had tried a variety of "dissemination" tactics to get global stakeholders to connect with and utilize 70 curated knowledge notes developed after the 2011 tsunami, earthquake and nuclear plant meltdown in Japan. They started testing time-bounded discussions tied each to a "cluster" of 10 knowledge notes with successively larger "waves" of members. Then after they completed the series of seven e-discussions tied to their existing seven clusters of Knowledge Notes - they did a "call for proposals" from members for possible new knowledge note clusters. Once the call for proposals was complete, they staged an ideation to allow members to vote on which proposal was best. They recognized all contributors and announced the winning proposal. Then the community started a crowd-sourcing exercise to gather materials and ideas that could provide curated content for the next set of Knowledge Notes. Once this was done, they offered the new Knowledge Note Cluster as a new e-discussion.

Case study aggregation & curation

The *SecureNutrition* CoP (www.securenutrition.org), is leading an effort to gather project case studies that focus on a specific technical theme (nutrition-sensitive social protection). The process will result in a unique knowledge resource for program designers in the international development arena. Incentives for the core group working on the project are both individual and group intrinsic, looking towards the unique value this knowledge can provide to institutions around the world. Those submitting cases have an opportunity for recognition, and potentially a monetary reward.

Raising awareness and sharing news

CoPs compete with other tasks and initiatives that demand practitioners' attention. To successfully pull practitioners into CoP platforms and attract them to the latest conversations or resources, community managers at the Bank rely on a number of related tactics to "get the word out".

E-newsletter and simple weekly messages

The Bank is an email-heavy institution, and so CoPs learn to leverage the inbox. The *Social Inclusion Global Solutions Group* recently reached a 32% open rate with their "News to Share" newsletter, which has become popular among members and established itself as a successful way to gain attention. In addition, these monthly newsletters have given way to simple weekly messages that highlight dates, deadlines, and actionable posts from the past week.

Example: The *KnowledgeMatters!* CoP uses Weekly Messages that include upcoming dates and deadlines, key contributors with links to their latest content online, and ad hoc highlights such as job opportunities. While awareness/new tactics may not be targeting participation, they do inspire individual intrinsic incentives to maintain mastery in a subject matter or even in a group's own activity. They also reward active members with greater visibility and status within the community.

Building a sense of community

Two key ingredients for successful CoPs are the presence of trust among members and a strong sense of community. Certain online activities, especially for a new CoP, can help strengthen these ingredients.

Introduce yourself discussion: This is a permanent online conversation thread where new members share about themselves and their challenges alongside existing members who welcome them and connect them to resources and people. The *Spanish CoP* has tested a thread called "*Saluda a la comunidad!*" which has seen members learn about each other's work as well as suggest new activities for the community.

Member highlight

Whether new or old members, there is always an opportunity to highlight individuals within the CoP as "get-to-know-you" activity. Featuring individuals each month in a newsletter or other communication can reduce the perceived distance—especially geographical—between members. Establishing initial ties and relationships for new members is especially important, as is using their 'highlight' as an opportunity to become familiar with any technology platform the CoP uses.

Working out loud

This is a more sophisticated type of community-building engagement where participants share their main tasks, challenges, or successes for the week. The *Community Managers CoP* uses this tactic to connect members who are working on similar activities and also to understand what overlapping needs are present in the community as a whole. The approach is inspired by John Stepper's *Working Out Loud* book as well as the framework developed by The Community Roundtable (www.communityroundtable.com).

Ideation thread

This is a simple and accessible approach to identify the topics for the next e-discussion or community activity. In the Bank, the *Urban Transport* and the *Inclusive Cities CoPs* often set agendas for upcoming meetings through a quick thread, or even use polls to decide dates for the next gathering. Involving members in topical decisions creates an atmosphere of responsiveness, which is a key factor for trust.

Photo competition

For newer communities especially, a visual activity can generate a lot of buzz. The Bank's IT department recently leveraged a community platform to gather and promote selfies of staff using new technology products rolled out around the world. This was a relatively low-effort activity that helped to put 'faces to names' and to build trust. A regional leaderboard and the promise of small prizes for certain pictures serve as extrinsic individual incentives.

Online reflection

More mature communities may find value in gathering member feedback on how the community could be made stronger or what activities are the best going forward. The *Social Inclusion*

Global Solutions Group has gathered momentum for positive changes to their CoP, and also allowed for private conversations to be made visible and built upon, publicly.

Additional considerations to improve engagement

Here are some additional considerations about how to increase the effectiveness of any online engagement tactic.

Lower the barriers for engagement by leveraging technology

In order for any of the previously mentioned tactics to be effective, it is critical to make it as easy as possible for community members to participate. For example, the International Finance Corporation's Credit department enables their staff to create content on a platform directly by email. Another way to leverage technology is to use simple, clear, visual instructions to help users navigate their own way around online platforms.

Make sure you are back-channeling

Any online engagement initiative should rely on the community's Core Group and champions to kick it off and sustain it over time.

Link online and in-person events

Online engagement can be very effective when tied to an event. An online component can support a conference, workshop or some other event through a series of activities that take place before and after the event. The key is to keep it simple and light for the users: request two or three action items at any given time for both existing and new members. This could also serve as onboarding activity for new members.

Most tactics we explored leverage individual incentives that have to do with recognition and reputation (expert blogs, moderating a time-bounded discussion, being highlighted on a leaderboard for your accrued virtual currency or a photo competition), autonomy and purpose ("introduce yourself" discussion or working out loud), mastery (knowledge notes or the book of technical case studies). Some tactics also combine group incentives, specifically those related to the collective curation of knowledge or online reflection and stock taking. As we have shown, Bank CoPs have successfully incentivized online engagement without having to provide monetary or other similar extrinsic incentives.

Conclusion: Challenges and next steps

Bank CoPs that focus on member needs and aspirations, effectively use intrinsic and extrinsic incentives to drive online engagement and amplify knowledge sharing, knowledge curation, community building, and awareness raising. These successes are only part of the story. We still face challenges related to online engagement.

While people's behaviors are still the main barrier to online participation, our experience also shows that **technological barriers**, such as complex registration systems, multiple levels of authentication, poor user interfaces, limited mobile accessibility, have a negative impact on adoption and engagement. Driving online engagement is challenging and time consuming without a working tool. In an ideal world, a strong partnership with the relevant IT department could help solve these issues. If that is not possible, then patience and perseverance are key, as are visual aids, guides, tutorials, and desk-side or phone coaching.

Another major challenge we face is the **lack of time**. Frequently, the Community Leader and Community Manager as well as the community members don't have the time to build relationships, participate online, and share knowledge. Our internal community members frequently state lack of time as the main reason for low online engagement. We consider these comments with the caveat that they might be concealing deeper barriers that have to do with the technology, lack of trust, or perceived value.

The **role of the Community Leader**, as already mentioned, is vital in providing the right environment (setting the rules and building trust through role modeling) and also in building relationships with stakeholders and key experts. We struggle to change the behaviors of Community Leaders by moving them from acting as experts who delegate most of the responsibilities to Community Managers (who are generally not subject matter experts and less respected), to acting as connectors and relationship builders. We often see that Community Leaders do not set aside time to actively engage in their own communities. When this happens, communities either fail, or continue functioning solely by relying on the Core Group and the community itself to set the vision and advocate for the community.

Despite these challenges, we believe in the power of communities and the impact they have on our business. We have seen firsthand how leveraging the right incentives increases participation and will continue experimenting with different tactics and strategies to incentivize online engagement and build thriving communities.

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Abstract

Incentives to participate need to be designed into the very structure of a Community of Practice (CoP). This is particularly true for young communities that need to ‘hit the ground running,’ create activity, and demonstrate value. CoPs developed by the World Bank Group (“the Bank”) have relied on both intrinsic and extrinsic incentives and employed a suite of approaches in both the CoP-design phase as well as activities. By adhering to these basic principles, our CoPs have grown in strength, number, and sophistication over the past five years. This paper describes the evolution of our approach to building CoPs in relation to incentive structures, and suggests how other organizations can learn from this experience.

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Ivan Butina has been a community builder since his high school days. He's also passionate about diasporas and the positive impact they can have on their countries of origin. These two passions led him first to create the "Young Diaspora of Bosnia and Herzegovina" connecting hundreds of young Bosnians worldwide, and then "Italians in DC" connecting Italians in Washington, DC. During his four years at the World Bank Group he has focused on knowledge sharing and building successful communities, through advisory services and training. He is currently developing a centralized support team for communities around social, urban, rural and DRM development issues, to multiply their impact. He previously worked for a Washington, DC PR firm. Ivan holds a Master's degree in International Affairs from the Johns Hopkins University SAIS. Email: ibutina@worldbank.org

Zarko Palankov seeks ways to connect ideas, people and organizations, to create frameworks for learning, collaboration and growth, and to fundamentally change the leadership paradigm: how

we work together toward a common vision. At the World Bank Group he works on communities of practice and continuous learning. Outside of the World Bank Group, he is building a social venture, LeadIN, to enable everyone to become the leader they are. LeadIN brings people together to learn, share, and grow their leadership. Previously, he co-founded and scaled a nonprofit that connects and empowers people through language and culture. His specialties include organizational development, leadership, training and facilitation. Email: spalankov@worldbank.org

World Bank Group Communities of Practice Referenced in the Paper

Health Financing Global Solutions Group

The Health Financing GSG supports countries in strengthening their health financing systems to accelerate and sustain progress towards Universal Health Coverage. Our focus is on assisting countries in: (i) raising adequate levels of funding; (ii) using these resources efficiently; and (iii) protecting individuals from financial hardship; pursuing all of the above in an equitable manner. Community Leader: Christoph Kurowski. Community Manager: Hande Ayan.

ICT Knowledge Marketplace (now Digital Development Community of Practice)

ICT has a transformative potential for every sector of development, from intelligent transportation systems to precision agriculture or better governance. The rise of ICT activities has given citizens access to more accountable, responsive, and transparent government. We work across sectors to harness and promote new and innovative information technologies. Community Leader: Oleg Petrov. Community Manager: Halina Voytsekhovska.

Inclusive Cities

The Inclusive Cities community focuses on promoting a multi-dimensional approach that encompasses spatial, social and economic dimensions of inclusion in an integrated manner. The community will bring together practitioners and experts working on/interested in the inclusive cities agenda from across various GPs and CCSAs within the Bank, IFC and other development partners. The KSB will promote knowledge sharing, learning, and innovations on inclusion in cities. Community Leader: Ellen Hamilton. Community Manager: Rodica Tomescu Olariu.

KnowledgeMatters!

The “KnowledgeMatters!” Community of Practice brings together WBG-wide staff who are interested in how knowledge management and learning practices can be leveraged for client solutions within the World Bank Group. The CoP is comprised of both WBG Knowledge Management & Learning professionals, as well as operational staff interested in efficiently and effectively bringing top technical knowledge, expertise and value to their clients from across the World Bank Group. Community Leaders: Brenda Barbour, Margot Brown. Core Group: Marike Noordhoek, Humaira Qureshi, Daniel De la Morena, Neesham Spitzberg, Ivan Butina, Arno Boersma, Pascal Saura, Thomas Columkill Garrity.

Learning from Megadisasters

Learning from Mega-Disasters Community of Practice (CoP) is established by the Government of Japan and the World Bank. to collect and analyze information, data, and evaluations performed by academic and research institutions, nongovernmental organizations, government agencies, and the private sector, with the intent of sharing Japan's knowledge on disaster risk management (DRM) and post disaster reconstruction. Community Leader: Federica Ranghieri. Community Manager: Rasha Rayes.

Profesionales Españoles en el Grupo del Banco Mundial

An internal group to provide information and a discussion forum for Spanish professionals working at the World Bank Group. Community manager: Mariela Sanchez Martiarena

SE4All Energy Access Online Forum

The objective of this platform is to facilitate mutual learning and collaboration among practitioners in the field of energy access. The community acts as an internal and external champion for the Sustainable Energy for All objective of universal access to energy. The scope of this role will be to cover Bank activity relating to grid extension, mini-grid systems, off-grid solutions, cook-stoves, and modern cooking fuels. All aspects of the access challenge, including technology, business models, institutional capacity and finance will be considered in an integrated way. Community Leaders: Malcolm Cosgrove-Davies; Yann Tanvez

Secure Nutrition

Knowledge-sharing platform that supports "nutrition-sensitive" and multisectoral development programs. Hosts an online resource hub and conducts research, aggregation, curation, dissemination, and learning activities using a variety of experts and technology tools. www.securenutrition.org. Community Manager: Aaron Buchsbaum.

Social Inclusion Global Solutions Group

The Social Inclusion Global Solutions Group (GSG) is a network of practitioners from across WBG practices and regions that connects technical specialists and task teams interested in social inclusion. The goal of the GSG is to deepen the social inclusion agenda at the World Bank Group and beyond. The GSG members lead cutting-edge analytical work, knowledge generation and sharing, inclusive operations and capacity building for both staff and our clients. In addition to fostering internal partnerships, the GSG also links its members to external collaboration opportunities and platforms. Community Leader: Maitreyi Das. Community Manager: Simona Palummo.

Urban Transport

The Urban Transport Community of Practice is meant to serve as a discussion and knowledge-sharing platform for urban transport practitioners across the Bank and in partner organizations. Community Manager: Rodica Tomescu Olariu.

WBG Community Managers

This is the community for World Bank Group's community managers and all who are striving to build vibrant and engaged communities. Here WBG community managers can connect and learn

Buchsbaum, A., McNulty, B., Summers, B., Teixeira, C., Galiano, E., Ajeti, F. Butina, I. and Palankov, Z. 2017. Incentivizing online engagement in Communities of Practice – What works in World Bank Group Communities
Communities of Practice in development: a relic of the past or sign of the future?
Knowledge Management for Development Journal 13(3): 116-131
<http://journal.km4dev.org>

from each other on how to recruit, engage and leverage a community with limited time and resources to help achieve a shared mission of a world free of poverty. Community Leader: Andrei Tolstopiatenko. Community Manager: Claudia Teixeira.