

Enhancing Knowledge Management under Strategy 2020

**Plan of Action
2009–2011**





ADB

Asian Development Bank

Enhancing Knowledge Management under Strategy 2020

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2009–2011**

Foreword

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 It is with the staff fully recognizing his pivotal role of knowledge in delivering sustainable democracy, has sought to position itself as a Policy Centre & Information Hub. In light of this, the concept has been recognized.

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 Develop is the right application of knowledge in a manner that provides improvement in the lives & existence of people. ~~Consistent~~ All through history, epochs that have been heralded as revolutions in the political history of societies are marked by distinct use of knowledge in a heralded manner that led to a marked & population.

The generation and application of knowledge underpin development effectiveness. ADB's developing member countries and partners recognize this and look to ADB to provide high-quality global, regional, and country-level knowledge. Therefore, *Strategy 2020* calls for enriching ADB's knowledge management activities through

- Internal learning from operational practice; and
- External learning from long-term strategic alliances with development partners.

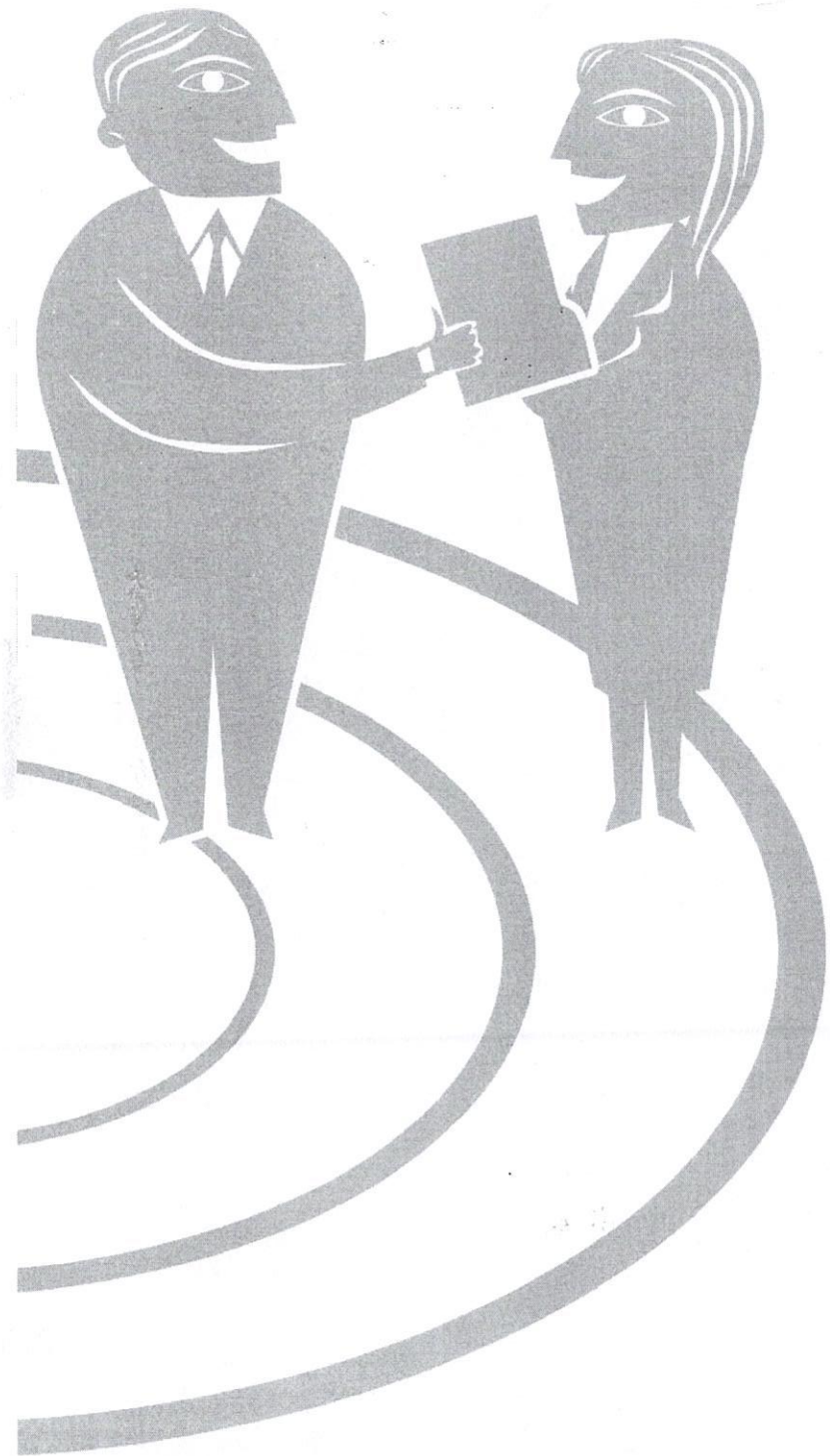
Heeding this call, in July 2009, ADB President and concurrent Chairperson of ADB's Board of Directors Haruhiko Kuroda approved a set of actions/outputs designed to ensure that ADB's knowledge continues to expand, is practical and usable, and remains of the highest quality. These actions are organized into four clusters of activities to (i) sharpen the knowledge focus in ADB's operations, (ii) empower the communities of practice, (iii) strengthen external knowledge partnerships, and (iv) further enhance staff learning and skills development. To ensure the outcomes of the *Knowledge Management Action Plan, 2009-2011* are delivered as intended, ADB created a results framework of its operationalization and monitoring.

This publication reproduces the *Knowledge Management Action Plan* and related *Knowledge Management Results Framework* to widely inform interested parties in ADB but also outside it of expected deliverables and outcomes. It may serve also to promote knowledge management in ADB and engage willing actors in this.



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~~uplift of standards of living~~ of lives of pple.
 Consequently, the role of knowledge in delivering development, especially within a ~~level~~ context of a democracy ~~is not~~ is a sine qua non. This is especially so in the contemporary dispensation that has given rise to a ^{global} knowledge economy.



Enhancing Knowledge Management Strategies

Background

On 4 May 2009, at the 42nd Annual Meeting of the Board of Governors of ADB, Haruhiko Kuroda—ADB President and concurrent Chairperson of ADB's Board of Directors—stressed the importance of knowledge to the organization:

“To be fully effective, we must also consciously and actively blend knowledge with financing. We will focus on developing, capturing, and sharing knowledge in all our work, ensuring that ADB serves an intermediary role for both financing and knowledge.”

Enhancing Knowledge Management under Strategy 2020

On 31 July 2009, President Kuroda approved actions/outputs to advance the knowledge management agenda under *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank (2008–2020)*.¹ Four pillars will support them: (i) sharpening the knowledge focus in all ADB operations, (ii) promoting and empowering communities of practice for knowledge generation and sharing, (iii) strengthening external knowledge partnerships to develop and disseminate knowledge, and (iv) further enhancing staff development programs to improve technical skills and manage knowledge. The four pillars are closely related: the set of actions/outputs that make up the first focuses on adding value to ADB's operations in its developing member countries; the other three sets deal with how that might be achieved.

Articulating Actions/Outputs

ADB's plan of action for knowledge management connotes a pragmatic, step-by-step approach: the initial actions/outputs are for a 3-year time frame; measures for their implementation will be incorporated into ADB's *Work Program and Budget Framework (2010–2012)*; and the progress will be monitored and reviewed at the time of ADB's annual budget review by the Regional and Sustainable Development Department in ADB, in consultation with ADB's Budget, Personnel, and Management Systems Department and Strategy and Policy Department.

¹ Available: www.adb.org/documents/policies/strategy2020/strategy2020.pdf

Despite worldwide attention to strategic planning, the notion of strategic practice is surprisingly new. To draw a strategy is relatively easy but to execute it is difficult—strategy is both a macro and a micro phenomenon that depends on synchronization. One should systematically review, evaluate, prioritize, sequence, manage, redirect, and if necessary even cancel strategic initiatives.

Plans are only good intentions unless they immediately degenerate into hard work.

— Peter Drucker

Box I: Enhancing Knowledge Management under Strategy 2020: Plan of Action for 2009–2011

Introduction

Knowledge management at ADB is evolving purposefully in the right direction, although more needs to be done. In 2001, *Moving the Poverty Reduction Agenda Forward in Asia and the Pacific: The Long-Term Strategic Framework of the Asian Development Bank (2001–2015)*^a stressed the role of knowledge management and committed ADB to becoming a “learning organization.” In 2002, ADB established a Knowledge Management Committee, among other measures, to guide the implementation of the long-term strategic framework. In 2004, ADB issued a framework paper on *Knowledge Management in ADB*^b that sets out five areas to prioritize ADB’s knowledge management actions.^c The progress made is highlighted below:

- a. Enhanced appreciation for ADB’s flagship knowledge products, such as the *Asian Development Outlook*,^d *Key Indicators for Asia and the Pacific*,^e and *Asia Economic Monitor*,^f among many others.
- b. The launch of communities of practice and the establishment of regional knowledge hubs, both adding to ADB’s growing array of knowledge partnerships.
- c. Improved coordination mechanisms that govern cooperation between the knowledge and operations departments, and encouraged development of approaches such as the Technical Assistance Strategic Forum.^g
- d. Nomination of focal persons for knowledge management in the operations departments, and establishment of knowledge management units in several departments.
- e. New information technology solutions for improved knowledge sharing in ADB, such as C-Cube and e-Star.
- f. Corporate-level recognition of knowledge management and learning by inclusion of chapters on sector and thematic highlights, generating and sharing knowledge, and independent evaluation in ADB’s annual reports.^h
- g. Transformation of the ADB libraryⁱ into a knowledge hub to encourage knowledge networking. The library hosts book launches and activities of the communities of practice, and provides kinesthetic informational resources such as a touch screen that allows staff to show project locations. In addition to its self-service information resources, it provides timely information support to ADB staff engaged in project design and development. Demand for the library’s knowledge services is driven by the human need for connectivity, collaboration, and storytelling. The library also created new staff positions to align its operations with the information requirements of *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank (2008–2020)*.^j

^a Available: www.adb.org/documents/policies/ltsf/ltsf.pdf

^b Available: www.adb.org/documents/policies/knowledge-management/knowledge-management.pdf

^c The framework seeks (i) improved organizational culture for knowledge sharing, (ii) an improved management system, (iii) improved business processes and information technology solutions for knowledge capture, enrichment, storage, and retrieval, (iv) well-functioning communities of practice, and (v) expanded knowledge sharing, learning, and dissemination through external relations and networking.

^d Available: www.adb.org/documents/books/ado/

^e Available: www.adb.org/statistics/ki.asp

^f Available: aric.adb.org/asia-economic-monitor

^g The Technical Assistance Strategic Forum was introduced in 2008 to provide direction for ADB-wide research and development technical assistance and knowledge products on topics of high relevance and impact to developing countries in Asia and the Pacific.

^h Available: www.adb.org/documents/reports/annual_report/2008/annual-report-2008-vol01.pdf

ⁱ See www.adb.org/about/library.asp

^j Available: www.adb.org/documents/policies/strategy2020/strategy2020.pdf

Box I continued

To further accelerate progress, better institutionalize knowledge, and help ADB change the way it conducts its core business, the Knowledge Management Center^k in the Regional and Sustainable Development Department conducted in 2008 a fundamental review of knowledge management practices in ADB, with support from the German Agency for Technical Cooperation. The review involved ADB staff, including those in resident missions, in surveys and focus group meetings. It confirmed the progress made in the five areas of the knowledge management framework, and contributed the following strategic findings and recommendations:

- a. While the main thrusts of *Knowledge Management in ADB* remain valid, ADB needs to make adjustments to strengthen its work on knowledge.^l
- b. Adjustments must be practical, incremental, forward-looking, and in particular be aligned progressively to the new corporate strategy (then being finalized).
- c. Emphasis should be placed on improving ADB's ability to deliver more adequate and focused knowledge support to developing member countries.
- d. A renewed effort in knowledge management is needed vis-à-vis the coordination mechanisms that drive internal and external knowledge partnerships.

The review conducted in 2008 emphasized also that knowledge management is not the sole responsibility of a department, office, or unit: it is an ADB-wide responsibility and all departments have important roles and accountability—the Knowledge Management Center serves as an ADB-wide focal point to coordinate knowledge management practices across the institution.

Under *Strategy 2020*, knowledge solutions are one of five key drivers of change that underpin ADB's lending and technical advisory services to developing member countries. The generation—and application—of knowledge underpins development effectiveness. It increases the relevance of ADB to developing member countries but also to other development partners. The strategy states that “ADB will play a bigger part in putting the potential of knowledge solutions to work in the Asia

and Pacific region.” Recognizing the steadily increasing value that developing member countries attach to knowledge services and knowledge solutions, *Strategy 2020* explains that ADB's knowledge management activities must be enriched through (i) internal learning from operational practice, and (ii) external learning from long-term strategic partnerships with other international finance institutions and world-class academic and research institutions. *Strategy 2020* also calls for streamlining and enhancing institutional arrangements for knowledge management where appropriate.

Based on the findings of the 2008 review and in light of *Strategy 2020*, this paper presents a practical set of actions/outputs to further advance ADB's knowledge management agenda. The fundamental premise considered when drafting the paper was: “What does ADB need to know to achieve its goals?” The associated questions considered regarding knowledge in ADB were: “When do we need it?”, “Where do we source it from?”, and “How will we use it?” Knowledge is treated mainly in terms of flows, not stocks, to emphasize the need to continue to develop insights and new practices and actively support knowledge intermediation through ADB's operations. Knowledge, if not replenished continuously, is likely to be the fastest-depreciating resource in ADB over time and even across ADB's clients. The implication is that ADB must invest in knowledge very judiciously from realistic assessments of what value a particular knowledge product or service will provide to ADB and its clients with emphasis on “usability” and “use,” that is, knowledge that can and will be used in clearly defined and intended ways. All this, in turn, has implications for human resources and recruitment of relatively “specialized” expertise against a range of “knowledge positions.”

The action plan starts with emphasis on sharpening the knowledge focus in ADB's operations, to be supported by efforts to empower communities of practice for knowledge generation and sharing, since internal demand is important, with related knowledge demonstrating faster value to feed in at critical points of corporate planning and priority setting. The plan then aims to strengthen external knowledge partnerships for knowledge development

^k See www.adb.org/knowledge-management/default.asp

^l Data from ADB's fourth Most Admired Knowledge Enterprises survey, conducted in 2008, indicated that many staff remain unconvinced of ADB's commitment to knowledge management and learning. Notwithstanding the small number of questions on which it is based, which suggests that ADB should develop additional mechanisms with which to assess progress at distinct organizational levels, the survey invited action to guide more effectively ADB's transformation into a knowledge-based institution.

Box I continued

and dissemination, and finally scale up staff development programs. Taken together, the action plan represents a pragmatic and step-by-step approach, and the actions/outputs are initial measures for a 3-year time frame beginning 2009. Measures for their implementation will be incorporated into the *Work Program and Budget Framework (2010–2012)*. The progress of implementation will be monitored and reviewed as part of the annual budget review. The paper benefited from interdepartmental comments, which were incorporated as appropriate. The paper reflects the comments from a Management briefing session on 4 June 2009 and from the Management Committee Meeting of 21 July 2009.

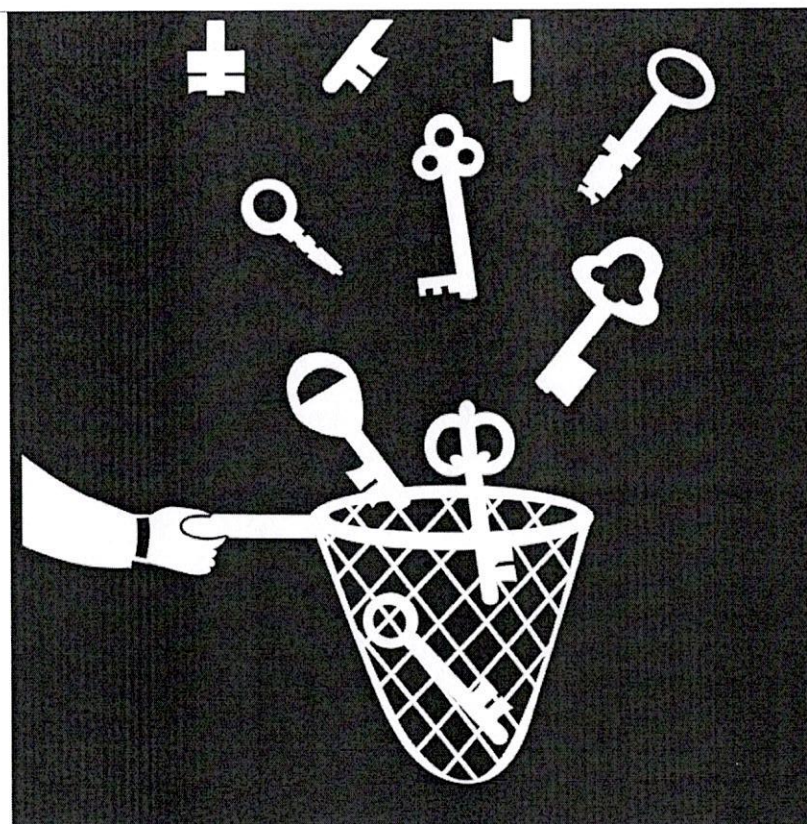
The paper does not offer detailed discussions of aspects that facilitate knowledge management practices, such as budgetary allocations, business process improvements, and information technology. These are critical to implementation but must be addressed separately. For example, the involvement of the Office of Information Systems and Technology is essential to ensure that follow-up facilitative actions/outputs fully support the implementation of those presented in this paper.^m

Proposed Actions/Outputs

The action plan rests on four pillars:

I. Sharpen the Knowledge Focus in ADB's Operations

ADB's unique abilities to generate, disseminate, and apply knowledge are based on three areas of comparative advantage: ADB's central position in identifying trends within and across the region; its capacity for interdisciplinary and integrated approaches; and its ability to then blend knowledge and insight with large, concessional financing. Knowledge enriches financing operations and, in combination with ADB's convening power, spurs development effectiveness. Effective knowledge management can—in fact, must—help identify and put



potential knowledge services and knowledge solutions to work through regional and country partnership strategies, investment programs and projects, and technical assistance and policy dialogue. The following actions/outputs are proposed to sharpen the knowledge focus in ADB's operations at the regional, country, and project levels:

^m Advances in information technology can leverage knowledge solutions and knowledge services, and the Office of Information Systems and Technology has a significant role to play in helping deliver the increased effectiveness that *Strategy 2020* seeks, both in ADB and outside it. Indeed, progress cannot be achieved in the absence of information technology. It can help ADB collect and connect knowledge (that often gets lost) more systematically. One such example is an ADB-wide, web-based repository of good practice notes capturing lessons learned throughout the program or project cycle. Information technology can also be deployed for staff profile pages that store and share information about the knowledge, skills, experience, and interests of staff, and for content-rich communications within ADB, and across resident missions. Improvements in information technology systems can also support web-based communications with external stakeholders, and thus store and share their know-how (and possibly even add value to it). It stands to reason that the Office of Information Systems and Technology should be a bigger part of ADB's knowledge agenda, in coordination with the knowledge and operations departments. The motive, the means, and the opportunities can be clarified when the Office of Information Systems and Technology formulates a follow-up to the *Information Systems and Technology Strategy (2004–2009)*.

Box I continued

- a. At the regional level, ADB has made notable progress in undertaking and disseminating high-impact regional studies. ADB is increasingly recognized as a lead policy advisor that actively contributes to regional forums on key challenges facing developing Asia. Regional strategic studies also support ADB's corporate planning. To better serve this function, ADB needs a focused and coordinated approach to identifying and organizing priority regional studies. The Technical Assistance Strategic Forum is one such mechanism to coordinate, over the medium-term, research and sector work among knowledge and operations departments.
- b. At the country level, the country partnership strategies are key documents that guide medium-term operational programming, in line with international good practices, with focus on results and development effectiveness. Measuring results and assessing development effectiveness call for attention to explicitly reflect knowledge management as part of formulating and implementing country partnership strategies.¹⁹ In particular, the results matrix in country partnership strategies should specify knowledge indicators. Knowledge management activities should also be properly resourced in the country operations budgets, including resources for economic and sector work, and country diagnostics to inform the country partnership strategy preparation and policy dialogue.
- c. At the project level, there is ample room to sharpen the knowledge focus. Lending and technical assistance grants are among the primary channels through which ADB brings value to its clients. Lending and technical assistance operations also represent unique opportunities for introducing innovation and promoting learning. Is a project relevant and responsive to the specific problem being considered? Does the design of interventions reflect the knowledge, lessons, and insights of similar situations? What innovative features characterize the project design and implementation? How can the project or program be designed to support rigorous impact evaluation, and to encourage learning and knowledge sharing? These are questions project teams are encouraged to emphasize when developing loan and technical assistance proposals and presenting them to clients and ADB's Management for decision making.

¹⁹ This invites revision of the template for country partnership strategies. For instance, the new format for country strategic opportunities programs introduced by the International Fund for Agricultural Development in 2006 contains a section on knowledge management and communication that articulates the Fund's knowledge management strategy relative to country-level objectives. It aims to ensure that knowledge management processes are effectively mobilized in country-level policy dialogue, program development, and program implementation.



Implementation of these actions/outputs, especially to sharpen the knowledge focus at the country and project levels, will be supported by the (then) ongoing review of ADB's business processes. This will strengthen ADB's ability to provide innovative services to its clients—both to respond to new challenges and opportunities as they emerge and to implement tried and tested practices.

2. Empower the Communities of Practice

Communities of practice are a potential instrument with which to implement knowledge management in ADB, ultimately to the benefit of its clients. The communities of practice keep know-how of a domain alive by sharing what they know, building on that, and adapting knowledge to specific sector and project applications. ADB introduced the concept of communities of practice in 2002 at the time of ADB's reorganization, with

Box I continued

adjustments in 2005. At present, ADB has 13 communities of practice in key sector and thematic areas. The performance of the communities of practice was reviewed in 2009. The exercise identified that (i) the communities of practice have limited outreach to all staff, especially those in resident missions and representative offices; (ii) the budget for staff development and knowledge sharing through the communities of practice is limited; and (iii) there is a need to realign the work and mandates of the communities of practice with the priorities of *Strategy 2020*. The following actions/outputs are proposed to empower the communities of practice to act as drivers of change, to promote exchange of ideas and good practices, and to upgrade technical skills among peers:

- a. Ensure that communities of practice become an integral part of ADB's business processes. Supervisors should fully support both professional and national staff (including those in resident missions and representative offices) to participate in the communities, with the staff's contributions recognized more vigorously in the Performance and Development Plan exercise. Management will provide sufficient time for the chairs of the committees to perform their functions for the communities of practice.
- b. Increase the budget of the communities of practice, based on a clear set of objectives, and, most importantly, measurable "outcomes" of improved knowledge management. Increased budgets will be allocated clearly, directly, and explicitly in proportion to how practical and tangible knowledge management occurs. This will be a case of "output-based financing," rewarding those who generate and share useful and usable knowledge. Communities of practice with vague or input- and/or process-focused proposals will not be funded. This will entail revising the current purpose and structure of the biannual sector and thematic reports.
- c. Require the communities of practice to more purposefully engage in external partnerships including especially the regional knowledge hubs that ADB finances. (Engaging nonregional knowledge hubs is to be considered as well.)
- d. The role of the knowledge management coordinators in ADB will be reviewed and ways to harness their knowledge, skills, experience, and interests in the form of a community of practice in knowledge management will be proposed.

3. Strengthen External Knowledge Partnerships

Knowledge networks facilitate information exchange toward practice-related goals. ADB will need to further augment internal knowledge sharing through communities of practice by strengthening its knowledge networking and partnerships with external institutions within and outside Asia and the Pacific. Through such external knowledge networking, ADB can share insights from its development financing practices with external partners and benefit from knowledge generated by others. Significantly, external knowledge networking enables ADB to serve one of its core roles as a multilateral development bank—to promote learning and innovation for the benefits of developing member countries.



Box I continued

ADB decided early to encourage research and networking on innovative knowledge products and services. This led it to establish seven regional knowledge hubs under regional technical assistance in 2005.^o These hubs are expected to facilitate learning and dissemination, exchange, and sharing of knowledge with and among developing member countries including South–South cooperation. It is important that ADB make them work effectively, including by tasking and using them itself. Other thematic and sector knowledge networking arrangements are through the Asian Development Bank Institute, Economics and Research Department, Office of Regional Economic Integration, and Regional and Sustainable Development Department. The operations departments have also initiated strategic and policy research partnerships with institutes in and outside the region.

A framework for knowledge partnerships that focus on the region's future development needs must be established—based on *Strategy 2020*'s overarching goal of an Asia and Pacific region that is free of poverty and to meet the Millennium Development Goals. The Regional and Sustainable Development Department reviewed the performance of the regional knowledge hubs in 2008. That review concluded that knowledge partnerships should be based on a better understanding of the forms and functions of networks, and clear definition of expected outputs and outcomes in response to needs. It should also be understood that networks that tie developing member countries to other developing member countries do exist: ADB needs to position itself to add value accordingly. Additionally, it is crucial to foster closer links between ADB's communities of practice, the knowledge and operations departments, and relevant external knowledge partners. Consequently, the following actions/outputs are proposed:

- a. Develop criteria for the selection of external knowledge networks including nonregional institutions (from ADB's member countries). Key criteria include (i) the three strategic directions under *Strategy 2020* (namely, inclusive socioeconomic growth, environmentally sustainable growth, and regional cooperation and integration); (ii) the priority sectors and thematic areas; and (iii) the research priorities established under the Technical Assistance Strategic Forum.

- b. Ensure that expected outputs and outcomes are strategically aligned to ADB and developing member country priorities, specified during the selection process, and include requisite support from the relevant communities of practice. For hubs located in developing member countries, the active involvement of the resident missions is strongly recommended. Most importantly, highlight a few well-focused performance and “output and outcome” targets that knowledge hubs know they will be held accountable for delivering against.
- c. Make sure that agreements with knowledge networks spell out the need to conduct proactive dissemination activities in ADB and its developing member countries, and encourage the networks to disseminate ADB's knowledge products too.
- d. Consider knowledge partnerships when ADB enters into agreements with other institutions through documents such as letters of intent and memorandums of understanding.

4. Further Enhance Staff Learning and Skills Development

The ability of ADB and all staff to learn is a precondition to the success of *Strategy 2020*. Engaging all staff in knowledge management is crucial to generating and sharing knowledge. Yet mainstreaming knowledge management takes time and resources. Staff learning and development should be reflected in annual performance and development plan reviews. This is included in the *Human Resources Action Plan*.^p Staff need not only update technical and professional skills but must also acquire and master methods and techniques specifically for knowledge management.^q The Budget, Personnel, and Management Systems Department has already begun to review ADB's staff learning and development program. The following actions/outputs will complement the ongoing work:

- a. Design and implement a focused (and needs-based) knowledge management and learning program for all staff, including those in resident

^o See www.adb.org/documents/tars/reg/39201-reg-tar.pdf

^p ADB. 2009. *Human Resources Action Plan*. Manila. Available: www.adb.org/documents/others/in58-09.pdf

^q The Knowledge Management Center began to publicize knowledge management and learning techniques in October 2008: the *Knowledge Solutions* series specifies tools, methods, and approaches to propel development forward and enhance its effects; the *Knowledge Showcase* series offers an effective tool to disseminating innovative ideas and good practices from ADB operations; and *Learning for Change in ADB* gives timely, practical guidance to support and energize ADB's organization, people, knowledge, and technology for learning.





missions and representative offices. This program would be jointly developed by the Knowledge Management Center and the Budget, Personnel, and Management Systems Department and involve the communities of practice.

- b. Introduce the concept of “sabbatical” in the current “Special Leave without Pay” arrangement that is based on merits and focused on results, to encourage staff to compete for external learning and knowledge-sharing opportunities (and be recognized for their accomplishments).
- c. Invite a number of senior and junior researchers to ADB for short-term assignments in forward-looking studies that are aligned with the priorities of

^f Year-on-year monitoring of the progress toward the directions of change will be assessed. This will be effected through the annual budget planning exercise in consultation with the Budget, Personnel, and Management Systems Department and the Strategy and Policy Department.

Strategy 2020, with nominations subject to approval by the Vice-President for Knowledge Management and Sustainable Development.

- d. Increase the budget for external training for administration by the Vice-Presidents.
- e. Capture the knowledge and experience of departing staff, especially retiring members, through exit debriefings and participation in the induction program.

These actions/outputs are intended to incorporate knowledge management and learning into ADB’s learning and development program, and to enhance knowledge generation and sharing. The overall goal is to ensure that ADB’s activities are henceforth based on more innovative and creative approaches that meet the changing needs of developing member countries.

Next Steps

The actions/outputs proposed above are practical, incremental, and supportive of *Strategy 2020*. Several of them are already under way. A critical next step to ensure continuing and effective implementation is to incorporate all firmly in ADB’s *Work Program and Budget Framework (2010–2012)*. As noted at the beginning of this paper, knowledge management is an ADB-wide agenda, and all departments and offices are to be actively involved in implementing the actions/outputs proposed.

Another critical step is to set up a system that monitors and reports on the implementation progress, with a particular focus on “results” and what is actually happening that is different. As the corporate focal point, the Knowledge Management Center will serve this function in collaboration with other relevant departments and offices.^f The center will facilitate and monitor action plan implementation and report annually through the Regional and Sustainable Development Department to the Vice-President for Knowledge Management and Sustainable Development, and subsequently to ADB’s Management. The annual report on implementation progress will highlight implementation issues and propose remedial measures and follow-up actions/outputs for Management endorsement. These will be incorporated into subsequent annual budgets and work plans for implementation and continuous monitoring.

Box 2: Results Framework for the Action Plan

Impact:^a The capacity of ADB and its developing member countries to reduce poverty is enhanced.

Primary Outcomes:^b (i) An improved management system; (ii) improved business processes and information technology solutions for knowledge capture, enrichment, storage, and retrieval; (iii) improved organizational culture for knowledge sharing; (iv) well-functioning communities of practice; and (v) expanded knowledge sharing, learning, and dissemination through external relations and networking.

Responsibility Centers: All knowledge and operations departments; Asian Development Bank Institute; Budget, Personnel, and Management Systems Department; Community of Practice Committees; Economics and Research Department; Office of Cofinancing Operations; Office of the General Counsel; Office of Regional Economic Integration; Regional and Sustainable Development Department; and Strategy and Policy Department

Outcome Indicator	Action/Output	Complementary Measures Contributing to Action/Output	Assumptions and Risks ^c
First Pillar: The Knowledge Focus in ADB's Operations Is Sharpened			
At the regional level, ADB is increasingly recognized as a lead policy advisor, notably through the knowledge agenda that its technical assistance for research and development advances.	Coordination of the Technical Assistance Strategic Forum is improved.	Business process improvements ^d	<ul style="list-style-type: none"> • Strong commitment by ADB's Senior Management • ADB values adjust in support of knowledge management and learning • Close coordination among offices and departments
At the country level, country partnership strategies guide medium-term operational programming with a focus on results and development effectiveness.	Country partnership strategies make explicit reference to knowledge management. ^e	Business process improvements	<ul style="list-style-type: none"> • Availability of adequate resources
At the project level, key documents embody quality, knowledge, and innovation.	Project processing documents for lending and technical assistance operations incorporate the knowledge, lessons, and insights of similar situations, display innovative features, and lend themselves to learning and knowledge sharing. ^f	Business process improvements	

^a The impact targeted is that indicated in *Knowledge Management in ADB*.

^b The primary outcomes supported are those listed in *Knowledge Management in ADB*.

^c The assumptions and risks identified apply across the four pillars. *Learning for Change in ADB* specifies roadblocks to learning and identifies 10 challenges that ADB can overcome to minimize the risks listed.

^d A business process is a collection of related, structured activities or tasks that produce a specific service or product for a particular client. In ADB, business processes are revised from time to time, typically to strengthen (i) the country ownership in ADB operations; (ii) the partnerships ADB develops with national and international development partners; (iii) ADB's capacity to more effectively engage with civil society; and (iv) ADB's capacity to provide a wider range of services, including knowledge products and services, to developing member countries. Examples of what business process improvements might be called for in relation to some actions/outputs are given in footnotes below. In most instances, their definition will require consultations between the Budget, Personnel, and Management Systems Department, the Regional and Sustainable Development Department, and the Strategy and Policy Department.

^e This will likely entail a revision of the Board document template for preparation of country partnership strategies.

^f This will likely entail a revision of the Board document template for preparation of reports and recommendations of the President, technical assistance reports, etc.

Box 2 continued

Outcome Indicator	Action/Output	Complementary Measures Contributing to Action/Output	Assumptions and Risks
Second Pillar: The Communities of Practice Are Empowered			
Communities of practice become an integral part of ADB's business processes.	Participation in communities of practice is encouraged and recognized.	Business process and information technology improvements	<ul style="list-style-type: none"> • Strong commitment by ADB's Senior Management • Availability of staff capabilities (experience, competencies, and technical and professional skills) • Staff attitudes (values and beliefs about innovation, commitment, and flexibility) adjust in support of knowledge management and learning • Close coordination among offices and departments • Availability of adequate resources
Output-based financing rewards communities of practice that generate and share useful and usable knowledge.	The budgets of communities of practice are increased based on a clear set of objectives and measurable outcomes of improved knowledge management.	Budgetary allocation	
The communities of practice engage more purposefully in external partnerships.	Partnerships are struck between communities of practice and regional (and nonregional) knowledge hubs.	Business process and information technology improvements, budgetary allocation	
The contributions of the knowledge management coordinators in ADB are enhanced.	Terms of reference for knowledge management coordinators are drawn and a community of practice in knowledge management is proposed.	Business process improvement, budgetary allocation	
Third Pillar: External Knowledge Partnerships Are Strengthened			
The selection of external knowledge networks is improved.	Criteria for the selection of external knowledge networks are developed. ⁸	Business process improvement, budgetary allocation	<ul style="list-style-type: none"> • Strong commitment by ADB's Senior Management • Close coordination among offices and departments • Availability of adequate resources
Outputs and outcomes of external knowledge networks are strategically aligned to ADB and developing member country priorities.	Expected outputs and outcomes are specified with support from the communities of practice and resident missions.	Business process improvement	
The external knowledge networks disseminate knowledge products proactively.	Agreements spell out proactive dissemination activities.	Business process improvement, budgetary allocation	
ADB's partnerships agreements encourage knowledge partnerships.	Letters of intent and memorandums of understanding consider knowledge partnerships.	Business process improvement	
⁸ This will likely entail preparation of guidelines on designing knowledge partnerships for collaborative advantage.			

Box 2 continued

Outcome Indicator	Action/Output	Complementary Measures Contributing to Action/Output	Assumptions and Risks
Fourth Pillar: Staff Learning and Skills Development Are Enhanced Further			
Staff skills in knowledge management and learning are developed.	A focused (and needs-based) knowledge management and learning program is designed.	Business process improvement, budgetary allocation	<ul style="list-style-type: none"> • Strong commitment by ADB's Senior Management • Staff attitudes (values and beliefs about innovation, commitment, and flexibility) adjust in support of knowledge management and learning • Staff behaviors (performance, productivity, teamwork, and cooperation) adjust in support of knowledge management and learning • Availability of adequate resources
Staff are encouraged to pursue learning and knowledge sharing opportunities when on special leave.	The concept of a results-based and competitive sabbatical is introduced.	Business process improvement	
Research in priority areas of <i>Strategy 2020</i> is boosted.	Senior and junior researchers are invited to conduct short-term, forward-looking studies.	Business process improvement, budgetary allocation	
Opportunities for external training are expanded.	The budget for external training is increased.	Budgetary allocation	
The tacit knowledge of departing staff is captured to drive organizational performance improvement.	The knowledge and experience of departing staff are captured through exit debriefings and participation in the induction program.	Business process improvement	

Box 3: Knowledge Management Results Framework

Impact: The capacity of ADB and its developing member countries to reduce poverty is enhanced.

Outcome	Monitoring Indicator	Target ^a	Source of Verification
First Pillar: The Knowledge Focus in ADB's Operations Is Sharpened			
At the regional level, ADB is increasingly recognized as a lead policy advisor, notably through the knowledge agenda that its TA for research and development advances.	Useful Results Indicators		
	• Number of staff assessing the commitment and maturity of ADB's knowledge management framework favorably. Baseline year: 2008	10% more every year	Annual Knowledge Management Survey. RSDD-KM
	• The number and outreach of ADB stand-alone flagship publications, facilitated by enhanced marketing and dissemination efforts. Baseline year: 2008	10% more every year	DER
	• The number of references to ADB knowledge products in research, press, and policy reports. Baseline year: 2008	5% more every year	DER
	• Views of web pages and downloads of PDF files from knowledge and operations departments. Baseline year: 2009	10% more every year	DER
	Specific Activity Indicators		
	• An e-library hosting knowledge products that are indexed and searchable is launched.	Done: 2011	DER
	• TA reports contain information on knowledge management and communication.	More, every year	Special study. RSDD-KM
	• Taxonomies, templates, and guidelines for branding and publishing, as well as use of metadata, are prepared or finalized, then disseminated through the knowledge management coordinators, for use by authors.	Done: 2010	DER
	• A timetable for digitization of publications, e.g., books, and significant papers, from 1966 onward is established and the process is launched, with care to add metadata to increase searchability, make intellectual patrimony more widely available, and enhance its intellectual equity.	Done: 2010	DER
• Channels for marketing and distribution of knowledge products are expanded, enhanced, and monitored to build additional relationships and help increase exposure among key stakeholders, opinion makers, and academic institutions.	More, every year	DER	
• A world-class translation system is adopted and introduced with associated training to retool, upgrade, and expand current practices, with emphasis on flow management of journalistically written summaries that where possible coincide with book releases.	Done: 2011	DER	
^a Baseline values are available in all instances. Their provision, and subsequent reporting on changes, is the responsibility of the source of verification identified.			

Box 3 continued

Outcome	Monitoring Indicator	Target	Source of Verification
<p>At the country level, CPSs guide medium-term operational programming with a focus on results and development effectiveness.</p>	<p>Useful Results Indicators</p>	<p>1 more every year</p>	<p>Annual questionnaire to RMs. RSDD-KM</p>
	<ul style="list-style-type: none"> • Number of instances on record when CPSs led to DMC studies that were used to support policy development and decision making. Baseline year: 2010 		
	<p>Specific Activity Indicators</p>	<p>More, every year</p>	<p>Special study. RSDD-KM</p>
	<ul style="list-style-type: none"> • RRs contain information on knowledge management and communication. 		
	<ul style="list-style-type: none"> • CPSs contain information on knowledge management and communication. 	<p>More, every year</p>	<p>Special study. RSDD-KM</p>
<ul style="list-style-type: none"> • CPSs state in which sector(s) ADB considers itself a key knowledge partner in the donor community. 	<p>More, every year</p>	<p>Special study. RSDD-KM</p>	
<p>At the project or TA level, key documents embody quality, knowledge, and innovation.</p>	<p>Useful Results Indicators</p>	<p>More, every year</p>	<p>DER, ODs</p>
	<ul style="list-style-type: none"> • Downloads of TA reports from internal and external users. Baseline year: 2009 		
	<ul style="list-style-type: none"> • The number of TA consultant reports posted on ADB.org. Baseline year: 2009 	<p>More, every year</p>	<p>DER, ODs</p>
	<ul style="list-style-type: none"> • The number of books, reports, journals, briefs, working papers, training and instructive materials, and awareness raising and multimedia materials posted on ADB.org. Baseline year: 2009 	<p>More, every year</p>	<p>DER, ODs</p>
	<ul style="list-style-type: none"> • The number of landing pages on ADB.org for ADB projects and studies. Baseline year: 2009 	<p>More, every year</p>	<p>DER, ODs</p>
	<p>Specific Activity Indicators</p>	<p>More, every year</p>	<p>Offices and departments</p>
	<ul style="list-style-type: none"> • TA reports contain information on knowledge management and communication. 		
<ul style="list-style-type: none"> • New sector peer review process implemented in ADB for the preparation of RRs and TAs. 	<p>Done: 2010</p>	<p>SPPI, RSDD</p>	

Box 3 continued

Outcome	Monitoring Indicator	Target	Source of Verification
Second Pillar: The Communities of Practice Are Empowered			
CoPs become an integral part of ADB's business processes.	Useful Results Indicators		
	• CoPs are resourced with dedicated staff. Baseline year: 2009	Done: 2010–2011	BPOD
	• The number of work plans and PDPs in which participation in CoPs is mentioned. Baseline year: 2009	More, every year	BPHR
	• The number of meetings and events organized by CoPs. Baseline year: 2010	More, every year	RSDD-KM, CoPs
	• The number of early informal peer reviews by CoP members, to help staff conceptualize projects and TA. Baseline year: 2010	More, every year	Annual questionnaire to CoPs. RSDD-KM
	Specific Activity Indicators		
	• The capacity of CoPs in terms of staff positions in direct support of their operational and administrative activities. Baseline year: 2009	Done: 2010–2011	BPOD
	• CoPs conduct regular self-assessments of effectiveness, including assessments of the CoP convenor, as part of annual sector and thematic reports. Baseline year: 2010	All, every year	CoPs
	• A <i>Forum on Learning</i> and ADB's <i>CoPs: Learning, Sharing, and Doing Together</i> is held.	Every year	RSOD, RSDD-KM
	• Sector and thematic websites are revamped and updated with links to relevant information in ADB.	Done: 2010–2011	RSDD-KM
	• Supervisors are instructed and ensure that institutional initiatives in CoPs are assessed in PDPs and included in work planning.	Every year, at the start	BPHR
	• Revised <i>Guidelines for Sector and Thematic Reporting</i> are prepared and approved.	Done: 2009	RSDD-KM, RSOD
	Output-based financing recognizes CoPs that generate and share useful and usable knowledge.	Useful Results Indicators	
• The budgets of CoPs support expanding activities and are complemented through TAs.		Done: 2010	BPBM, CoPs
• Annual CoP work plans are based on triennial sector and thematic reports.		80% in 2010, 100% afterwards	RSDD-KM
Specific Activity Indicators			
• Budget allocations are devolved through relevant divisions to heads of CoPs responsible for managing funds.		Done: 2011	BPBM, CoPs
• A <i>CoP Accomplishment Report</i> is generated.	Every year, in September	RSDD-KM	

Box 3 continued

Outcome	Monitoring Indicator	Target	Source of Verification
The CoPs engage more purposefully in external knowledge partnerships.	<p>Useful Results Indicators</p> <ul style="list-style-type: none"> The number of formal and informal knowledge partnerships with other organizations for knowledge generation and sharing. Baseline year: 2010 Knowledge networking and collaboration is recognized by ADB with mention of this in PDPs. 	<p>More, every year</p> <p>Done: 2010</p>	<p>Annual questionnaire to CoPs. RSDD-KM</p> <p>Offices and departments, BPHR</p>
	<p>Specific Activity Indicators</p> <ul style="list-style-type: none"> CoPs engage in formal and informal knowledge partnerships that result in joint activities. Baseline year: 2010 	<p>More, every year</p>	<p>Annual questionnaire to CoPs. RSDD-KM</p>
The contributions of the knowledge management coordinators in ADB are enhanced.	<p>Useful Results Indicators</p> <ul style="list-style-type: none"> The activities of the knowledge management coordinators are reviewed, harmonized, and managed for efficiency and effectiveness. 	<p>Done: 2010–2011</p>	<p>RSDD-KM</p>
	<p>Specific Activity Indicators</p> <ul style="list-style-type: none"> Meetings, facilitated by RSDD-KM, are held with the knowledge management coordinators to structure their contributions and to identify and discuss opportunities to ramp these up. Baseline year: 2010 	<p>Every quarter</p>	<p>RSDD-KM, DER</p>
	<ul style="list-style-type: none"> Meetings, facilitated by DER, are held with the knowledge management coordinators to identify and discuss marketing and dissemination opportunities to enhance knowledge products and increase their outreach with emphasis on relevance, accuracy, objectivity, and timeliness. Baseline year: 2010 	<p>Every quarter</p>	<p>DER, RSDD-KM</p>
Third Pillar: External Knowledge Partnerships Are Strengthened			
The design, implementation, and monitoring of external knowledge partnerships with global, regional, and national institutions is improved.	<p>Useful Results Indicators</p> <ul style="list-style-type: none"> The design, implementation, and monitoring of strategic partnerships in key sectors and themes is informed by the <i>Guidelines on Designing Knowledge Partnerships</i> to be finalized in 2010. 	<p>Done: 2010</p>	<p>SPPI, RSDD-KM</p>
	<ul style="list-style-type: none"> A database of strategic partnerships affords greater transparency, and synergies are achieved where institutions are involved in more than one strategic partnership arrangement with ADB. 	<p>Done: 2010</p>	<p>SPPI, OIST, RSDD-KM</p>
	<p>Specific Activity Indicators</p> <ul style="list-style-type: none"> A resource document, <i>Guidelines on Designing Knowledge Partnerships</i>, is drafted that informs the design, implementation, and monitoring of knowledge components in strategic partnerships. 	<p>Done: 2010</p>	<p>RSDD-KM, SPPI</p>
	<ul style="list-style-type: none"> Midterm review processes for memorandums of understanding with strategic partners are adapted to include review of knowledge generation and sharing components. 	<p>Done: 2010</p>	<p>SPPI, RSDD-KM</p>
	<ul style="list-style-type: none"> A database of strategic partnerships for use across ADB, including resident missions, is established and managed continuously thereafter. 	<p>Done: 2010</p>	<p>SPPI, OIST, RSDD-KM</p>

Box 3 continued

Outcome	Monitoring Indicator	Target	Source of Verification
External knowledge partnerships generate and share knowledge proactively.	Useful Results Indicators		
	<ul style="list-style-type: none"> External stakeholders perceiving ADB as a source of knowledge on development issues. Baseline year: 2006 	10% more	ADB Stakeholder Perceptions Survey, 2009. DER
	Specific Activity Indicators		
	<ul style="list-style-type: none"> ADB.org offers improved information on knowledge partnerships and profiles their products and services. 	Done: 2010	DER
	<ul style="list-style-type: none"> The dissemination and visibility of ADB's knowledge products are expanded and enhanced through ADB's depository library program and multi-donor public information center network. 	More, every year	DER
Fourth Pillar: Staff Learning and Skills Development Are Enhanced Further			
Staff skills in knowledge management and learning are developed and captured.	Useful Results Indicators		
	<ul style="list-style-type: none"> Staff perceiving that ADB is becoming a learning organization that generates and shares knowledge better. Baseline year: 2008 	10% more every year	Annual Knowledge Management Survey. RSDD-KM
	<ul style="list-style-type: none"> Staff participation in learning and development activities for knowledge management and learning. 	More, every year	RSDD-KM, BPDB
	Specific Activity Indicators		
	<ul style="list-style-type: none"> A training needs assessment is conducted to identify the learning programs CoPs need and their preferred learning modes, and recommend learning opportunities to support their activities in 2010–2011. 	Done: 2010	RSDD-KM, BPDB
	<ul style="list-style-type: none"> RSDD-KM and BPMSD collaborate on the design and conduct of learning and development activities. 	Done: 2010–2011	RSDD-KM, BPDB
	<ul style="list-style-type: none"> RSDD-KM holds awareness and capacity building sessions on knowledge management and learning. Start in 2010 	Continuously, every year	RSDD-KM, BPDB
	<ul style="list-style-type: none"> The awareness, outreach, and impact of the <i>Knowledge Solutions</i> and <i>Knowledge Showcase</i> series are assessed in the baseline year and annually thereafter. 	Done: 2010	RSDD-KM
<ul style="list-style-type: none"> Expanded staff profile pages are developed in 2010 and made available externally in 2011. 	Done: 2010	OIST ^b	
<p>^b OIST will play supportive roles, as required, in actions toward several other results, including those mentioned herein.</p>			

Box 3 continued

Outcome	Monitoring Indicator	Target	Source of Verification
Staff pursue external learning opportunities	Useful Results Indicators		
	<ul style="list-style-type: none"> The number of staff who express interest in external learning opportunities and apply for competitive sabbatical leave increases. Baseline year: 2007 	More, every year	BPDB
	Specific Activity Indicators		
	<ul style="list-style-type: none"> ADB encourages staff exchanges with strategic partners. Baseline year: 2007 	Done: 2010	BPDB
	<ul style="list-style-type: none"> The budget for external training expands opportunities. Baseline year: 2007 	Done: 2010	BPDB
Research in priority areas of <i>Strategy 2020</i> is boosted.	Useful Results Indicators		
	<ul style="list-style-type: none"> The number of senior researchers invited under the Eminent Speakers' Forum, Distinguished Speakers Program, and Distinguished Speaker Seminar Series. Baseline year: 2009 	More, every year	ADBI, ERD, RSDD-KM
	<ul style="list-style-type: none"> Demand-driven studies are undertaken by senior and junior researchers. Baseline year: 2009 	More, every year	Knowledge Departments
	<ul style="list-style-type: none"> Knowledge departments produce books, reports, journals, briefs, working papers, training and instructive materials, and awareness raising and multimedia materials. Baseline year: 2009 	More, every year	RSDD, Knowledge Departments
	Specific Activity Indicator		
	<ul style="list-style-type: none"> Knowledge departments seize opportunities to research priority areas of <i>Strategy 2020</i>. Baseline year: 2009 	One per department, every year	RSDD, Knowledge Departments
The tacit knowledge of departing staff is captured to drive organizational performance improvement.	Useful Results Indicator		
	<ul style="list-style-type: none"> ADB retains critical knowledge from departing staff through exit interview summaries. 	All departing staff, from 2010	Offices and departments
	Specific Activity Indicator		
	<ul style="list-style-type: none"> Exit interviews, initially for professional staff, are introduced in every department with assistance from RSDD-KM and mainstreamed from 2011. 	Done: 2010	RSDD-KM, BPHR, Offices and departments

Legend:

ADBI = Asian Development Bank Institute; BPBM = Budget and Management Services Division, BPMSD; BPDB = Staff Development and Benefits Division, BPMSD; BPHR = Human Resources Division, BPMSD; BPOD = Office of the Director General, BPMSD; BPMSD = Budget, Personnel, and Management Systems Department; CoP = community of practice; CPS = country partnership strategy; DER = Department of External Relations; DMC = developing member country; ERD = Economics and Research Department; OD = operations department; OIST = Office of Information Systems and Technology; PDP = performance and development plan; RM = resident mission; RRP = report and recommendation of the President; RSDD = Regional and Sustainable Development Department; RSDD-KM = Knowledge Management Center, RSDD; RSOD = Office of the Director General, RSDD; SPD = Strategy and Policy Department; SPPI = Strategy, Policy, and Interagency Relations Division, SPD; TA = technical assistance.

Notes:

- The impact targeted is that indicated in *Knowledge Management in ADB*. Available: www.adb.org/documents/policies/knowledge-management/knowledge-management.pdf
- The primary outcomes, listed in *Knowledge Management in ADB*, that the plan of action supports are (i) an improved management system; (ii) improved business processes and information technology solutions for knowledge capture, enrichment, storage, and retrieval; (iii) improved organizational culture for knowledge sharing; (iv) well-functioning communities of practice; and (v) expanded knowledge sharing, learning, and dissemination through external relations and networking.
- From 2010, the annual knowledge management survey will be augmented by an annual survey gauging staff perceptions of competencies to learn for change in ADB.
- The annual Forum on Learning is expected to focus on CoPs—yet cut across the other three pillars—and focus on what was learned in the preceding year in practical ways with measurable outcomes that leverage multipliers.

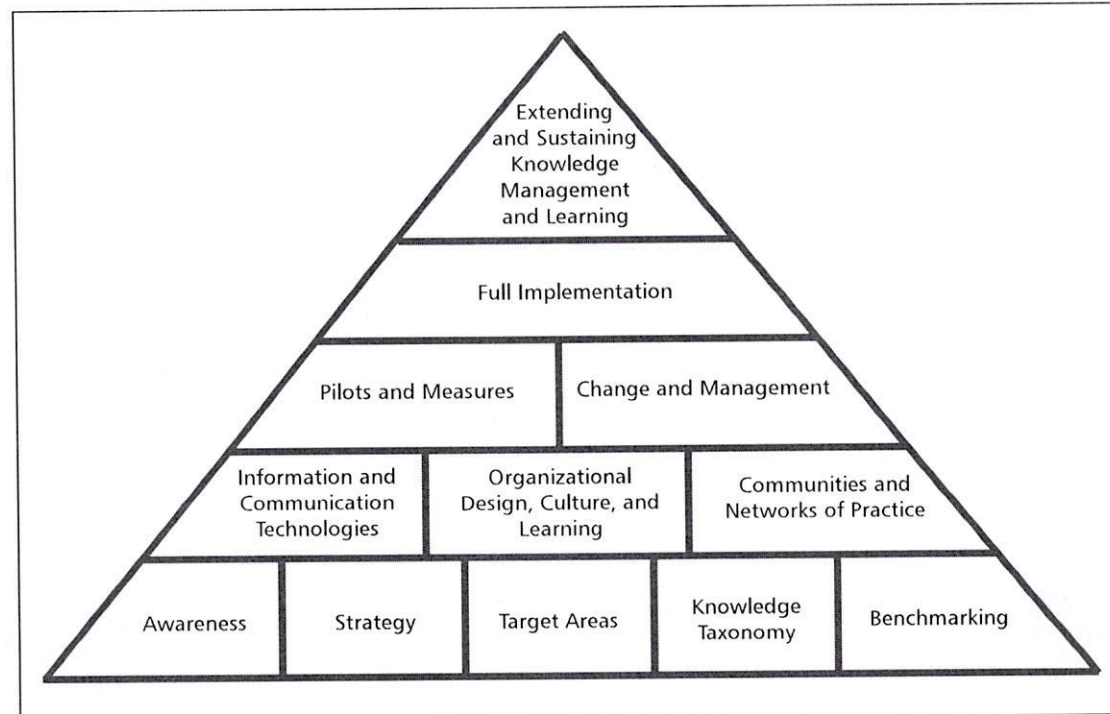
Box 4: Assumptions and Risks	
Pillar Statement	Assumptions and Risks
First Pillar: The Knowledge Focus in ADB's Operations Is Sharpened	(i) strong commitment by ADB's Senior Management; (ii) ADB values adjust in support of knowledge management and learning; (iii) close coordination among offices and departments; and (iv) availability of adequate resources.
Second Pillar: The Communities of Practice Are Empowered	(i) strong commitment by ADB's Senior Management; (ii) availability of staff capabilities (experience, competencies, and technical and professional skills); (iii) staff attitudes (values and beliefs about innovation, commitment, and flexibility) adjust in support of knowledge management and learning; (iv) close coordination among offices and departments; and (v) availability of adequate resources.
Third Pillar: External Knowledge Partnerships Are Strengthened	(i) strong commitment by ADB's Senior Management; (ii) close coordination among offices and departments; and (iii) availability of adequate resources.
Fourth Pillar: Staff Learning and Skills Development are Enhanced Further	(i) strong commitment by ADB's Senior Management; (ii) staff attitudes (values and beliefs about innovation, commitment, and flexibility) adjust in support of knowledge management and learning; (iii) staff behaviors (performance, productivity, teamwork, and cooperation) adjust in support of knowledge management and learning; and (iv) availability of adequate resources.

Box 5: Progress Reports				
Outcome	Target	Specific Activity Indicator	Rating of Progress in Adoption	RSDD Validation

Notes:

- Progress reports on *Enhancing Knowledge Management under Strategy 2020: Plan of Action for 2009–2011* will be drafted in 2010 and 2011.
- The following four ratings will present quantitative and qualitative assessments on action: (i) fully adopted; (ii) largely adopted; (iii) partly adopted; and (iv) not adopted.

Building a Knowledge-Centric Organization



Source: ADB.

Further Reading

- ADB. 2008-. *Knowledge Showcases*. Manila. Available: www.adb.org/documents/information/knowledge-showcase/
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