

Knowledge is what you learn from experience—before, during, and after the event. It can be tacit and explicit, individual and collective.

Individual and collective knowledge are vital resources of an organization. The more you know how to do something, the better you are at doing it. The more an organization knows and learns from its successes and shortcomings, the more effective it is in achieving goals.

Knowledge is a vital resource in a learning organization.

A learning organization is a collective undertaking, rooted in action, that builds and improves its own practices by consciously and continuously devising and developing ways to draw learning from its own (and others') experiences.

A learning organization provides the motive, means, and opportunity for learning to improve performance.

Learning is driven by organization, people, knowledge, and technology working in harmony. These subsystems urge better and faster learning, and increase the relevance of an organization.

Organization, people, knowledge, and technology drive learning, while knowledge management and learning drive organizational change.

Knowledge management is about providing the right knowledge to the right people at the right time, and helping them apply it in ways that improve organizational performance.

To intensify development effectiveness, ADB and its Knowledge Management Center are generating knowledge solutions and delivering knowledge services to internal and external clients, identifying and sharing good practices and lessons learned, and ramping up performance.

In *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank 2008–2020*, knowledge solutions are seen as one of five drivers of change for ADB to be a more active agent and partner in development.

Knowledge management tools strengthen organizational systems and processes.

Knowledge Management in ADB moves ADB to improve its organizational culture, management systems, business processes and information technology solutions, communities and networks of practice, and learning and development mechanisms.

To implement the framework, ADB uses various knowledge management tools that focus on strategy development, management techniques, collaboration mechanisms, knowledge sharing and learning, and knowledge capture and storage.



Knowledge solutions and knowledge services fuel operations, communities of practice, knowledge partnerships, and staff learning.

Enhancing Knowledge Management under Strategy 2020, ADB's plan of action for 2009–2011, delivers knowledge solutions and knowledge services from four strategic thrusts:

- **Sharpening the knowledge focus in operations** blends knowledge and insights with large, concessional financing at regional, country, and project levels;
- **Empowering communities of practices** energizes ongoing learning venues; promotes greater and better informed dialogues; develops, captures, and transfers good practices; quickens personal and team development; and helps ADB lend smarter;
- **Strengthening external knowledge partnerships** encourages research and networking on innovative knowledge products and services; and
- **Further enhancing staff learning and skills development** builds up staff know-how and encourages knowledge generation and sharing.

About the Knowledge Management Center

The Knowledge Management Center facilitates knowledge management activities in ADB. It plays a critical role in introducing new knowledge management approaches, monitoring the progress of knowledge management, and reporting to ADB Management.

About the Asian Development Bank

ADB's vision is an Asia and Pacific region free of poverty. Its mission is to help its developing member countries substantially reduce poverty and improve the quality of life of their people. Despite the region's many successes, it remains home to two thirds of the world's poor: 1.8 billion people who live on less than \$2 a day, with 903 million struggling on less than \$1.25 a day. ADB is committed to reducing poverty through inclusive economic growth, environmentally sustainable growth, and regional integration.

Based in Manila, ADB is owned by 67 members, including 48 from the region. Its main instruments for helping its developing member countries are policy dialogue, loans, equity investments, guarantees, grants, and technical assistance.

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Knowledge Management and Learning in ADB

Asian Development Bank