

KNOWLEDGE MANAGEMENT EXPERIENCE IN OTHER DEVELOPMENT AGENCIES

Institution	World Bank (WB)	United Kingdom Department for International Development (DFID)	United Nations Development Program (UNDP)	United States Agency for International Development (USAID)	Swiss Agency for Development and Cooperation (SDC)	Canadian International Development Agency (CIDA)
Name of Initiative	Knowledge sharing.	Knowledge sharing	UNDP's knowledge services.	Knowledge for development.	Knowledge development and learning processes.	Knowledge management initiative.
Starting Year	1996	2000	1999	2001	2001. Discussion started in 1998.	1999
Champion	President.	Director of Information/ Communications.	Policy support coordinator.	Deputy assistant administrator, Bureau for Policy and Program Coordination (BPPC).	Director.	Vice president of Partnership Branch.
Responsible Department or Agency	World Bank Institute, Knowledge and Learning Services Division Operational units	Information and Civil Society Department (ICSD)	Bureau for Development Policy (BDP) Operational units and evaluation office.	BPPC—Business Transformation Executive Committee (BTEC) Knowledge Management and Sharing Subcommittee. Economic Growth and Trade Bureau and Global Health Bureau.	Thematic and Technical Resources Department (TTRD)	President's Office under the senior vice president. Director general of knowledge management.
Staff Involved	Core Knowledge Sharing team (7 people). Knowledge coordinators in regions, networks, and thematic groups like CoPs and other units.	Small core team (1–2 people). Information and knowledge staff in United Kingdom-based departments (5). Knowledge management staff in overseas offices.	All BDP staff allocate 10% of their time to knowledge management. Global thematic networks have network facilitators.	10 full-time.	One professional and limited support staff. Working group of 20 "peers."	Knowledge Management Secretariat (KMS, 4 people). Four knowledge management staff in each branch.
Resources	Decentralized; allocated among offices.	ICSD budget, program funds overseas and information technology capital budget.	Under BDP budget.	Dispersed through bureaus and missions.	No specific funding, but use budgets of TTRD and other units.	KMS operational budget and those of coordinating policy divisions of networks.

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Linkage of knowledge management to other initiatives	Integral to all World Bank strategic initiatives, including its Comprehensive Development Framework and Poverty Reduction Strategy.	Program to ensure access to documents when needed. E-business strategy. Integrated systems. Overview approach incorporates knowledge sharing issues.	Supports the corporate strategy as a practice-driven and knowledge-based organization.	A primary objective of USAID.	Personnel management strategy. Core Strategy 2010. Value-based organization initiative. Research, policy, and evaluation and controlling.	Strategy for managing people and policy statement on strengthening aid effectiveness. Part of overall initiative for organizational change.
Focus of knowledge management	CoPs (internal and external). Linking headquarters to country offices.	Internally focused at first, expanding to development partners later.	Helping countries build and share solutions to improve governance, poverty reduction, crisis prevention and recovery, energy and environment, information and communications technology, HIV/AIDS prevention.	Span extended with local, sectoral, regional, and global initiatives. Collaboration with partner organizations.	Knowledge and learning internally, and externally with government organizations, local administrations, and nongovernment organizations.	Connect people with similar interests to facilitate learning. External focus in the long term, but initial step has been taken to address organization's internal workings.

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Key Activities under knowledge management	CoPs, advisory services, coaching, mentoring, staff learning, and multisector team learning, video of briefing programs, indigenous knowledge programs, Web sites and E-discussions, global knowledge initiatives. Knowledge internship program, and dissemination of best practices, lessons learned, statistics, and research.	Networks, communities of practice, discussion groups; intranet—a key tool for knowledge sharing program; and knowledge and information competence for all staff.	Global knowledge networks (12), subregional resource facilities (9), networking and sharing knowledge between staff and partners, expert referrals and access to technical and program-related information, technical support for programs, and documentation and dissemination of experiences and best practices.	Knowledge management strategy under preparation, community-of-practice pilot projects, advisory service program development, Internet access to USAID's development project document store, expanded knowledge management. Inventory and "yellow pages" development, and knowledge management Web site.	Learning from strategic projects, discussion platforms such as CoPs, document management system (electronic), intranet, personnel management strategy; and knowledge development and learning profiles for staff, units, projects, and programs.	Integrating knowledge management and communications in competency profiles, developing human resource practices to more effectively support and reward staff who share knowledge, renewing systems and structures to better generate and share knowledge, and providing direct support to staff to assist them in creating and sharing knowledge.
Impact Measurement	Web statistics and client surveys of WB performance as a knowledge institution. Use knowledge sharing in staff performance evaluations. Benchmarking studies and surveys on CoPs and advisory services.	Annual snapshot study of DFID knowledge and communication environment. Internal audit includes knowledge sharing issues and post-implementation review of intranet.	Personnel and country office performance assessments and surveys. Collection of success stories. Knowledge-sharing indicator included in the UNDP balance scorecard.	Performance measures being defined to evaluate program effectiveness for CoP pilots, advisory services, and yellow pages.	Part of the monitoring and measurement of the core strategy.	Logic chain and performance evaluation framework. Key indicators: changes in partners' perception of CIDA, and in staff perceptions of managers' commitment to knowledge management.

Source: Based on agency submissions to the Knowledge Management Workshop, Ottawa, May 2003.

CoPs = communities of practice, KMS = knowledge management secretariat.

KNOWLEDGE MANAGEMENT IN THE ASIAN DEVELOPMENT BANK: MONITORING FRAMEWORK

Design Summary	Indicators/Targets	Monitoring Mechanism	Risks and Assumptions
Goal			
<ul style="list-style-type: none"> Enhance the capacity of ADB and its DMCs to reduce poverty. 	<ul style="list-style-type: none"> Indicators to be identified by the MfDR. 	<ul style="list-style-type: none"> MfDR 	
Purposes and Outcomes			
<ul style="list-style-type: none"> Increased amount of more relevant and high-quality knowledge being assimilated and transferred to DMCs and other stakeholders by ADB. Improved learning—knowledge creation and sharing—capacity of ADB. 	<ul style="list-style-type: none"> Improved MAKE ranking; top 10 by 2009. Improved ratings of KPS at entry, completion and postcompletion evaluation. Increased accessibility to information. 	<ul style="list-style-type: none"> MAKE evaluation report Client satisfaction survey every 3 years as part of MfDR. Staff survey every 3 years (as part of ADB-wide staff engagement survey). KPS quality-at-entry and postevaluation reports. 	<ul style="list-style-type: none"> ADB remains competitive in offering knowledge resources to its DMCs. Knowledge-conducive culture evolves at ADB. ADB puts in the necessary resources.
Outputs/Actions			
1. Improved organizational culture for knowledge sharing			
1.1 Integrate KM activities in PER exercise.	<ul style="list-style-type: none"> Contribution to knowledge activities evaluated as part of PER exercise by 2005. 	<ul style="list-style-type: none"> KM progress reports by KM center. 	<ul style="list-style-type: none"> The new HR Strategy incorporates knowledge management initiatives.
1.2 Change management program to enhance importance of knowledge sharing.	<ul style="list-style-type: none"> Awareness and recognition by staff. 	<ul style="list-style-type: none"> KM progress reports by KM center Staff survey. 	<ul style="list-style-type: none"> The new HR Strategy and ISTS-II incorporates change management initiatives.
1.3 Disseminate KM framework widely through training seminars at all levels including management.	<ul style="list-style-type: none"> Participation of staff and management. Number of staff and management participation increasing. 	<ul style="list-style-type: none"> KM progress report. 	<ul style="list-style-type: none"> KM framework and ISTS-II approved.
1.4 Organize IT training to ensure effective use of IT solutions for knowledge management.	<ul style="list-style-type: none"> Participation of staff and management. Empowerment of end-users. 	<ul style="list-style-type: none"> KM progress report. 	<ul style="list-style-type: none"> KM framework and ISTS-II approved IT and knowledge management components implemented.
2. Improved management system			
2.1 Knowledge-related results and their indicators included in the work plans of	<ul style="list-style-type: none"> Based on country, subregional, and interregional strategies and programs, knowledge-related 	<ul style="list-style-type: none"> MfDR. Progress report by 	<ul style="list-style-type: none"> Adequate human resources available.

Design Summary	Indicators/Targets	Monitoring Mechanism	Risks and Assumptions
departments, offices, and divisions; and their achievements monitored and reported regularly.	<ul style="list-style-type: none"> key results indicators incorporated into work plans (department, office, and division levels) by January 2005. Achievement of results monitored and evaluated regularly as part of MfDR, and reported in accomplishment reports by 2005. Achievement of results regularly reviewed and discussed by the MC and ORMs starting 2005. 	<ul style="list-style-type: none"> KM center Departmental and divisional accomplishment reports. MC and ORMs. 	<ul style="list-style-type: none"> Management attention to achievements of knowledge-related results. Staff incentive system recognizes contribution to knowledge.
2.2 Planning and monitoring of ADB-wide 3-year KPS work program institutionalized.	<ul style="list-style-type: none"> Staff instructions issued by December 2004. 	<ul style="list-style-type: none"> KM framework progress report. MC and ORM. 	
2.3 Effective system for quality-at-entry criteria for KPS developed.	<ul style="list-style-type: none"> Staff instructions issued by December 2005. 	<ul style="list-style-type: none"> KM framework progress report. MC and ORMs. 	
2.4 Improved postevaluation system of KPS in place.	<ul style="list-style-type: none"> Increased number of post-evaluations of KPS with 2003 as the baseline. 	<ul style="list-style-type: none"> OED work program 	OED agrees.

3. Improved business processes and IT solutions for knowledge capture, enrichment, storage, and retrieval

3.1 Improved processes for capturing and enriching lessons learned from operational activities.	<ul style="list-style-type: none"> Operational areas and stages where preparation of "knowledge summaries" is considered most valuable by end-2004. Adequate mechanisms for implementation developed by December 2005. 	<ul style="list-style-type: none"> KM framework progress report. 	<ul style="list-style-type: none"> Template is available.
3.2 Organizational and individual responsibilities for storing and codifying knowledge clarified (formal and by-products).	<ul style="list-style-type: none"> A template for summarizing information from documents produced by staff and consultants available by end-2004. Staff instructions on modified business processes issued by mid-2005. Smart templates for extracting data available in 2007. 	<ul style="list-style-type: none"> KM framework progress report. 	<ul style="list-style-type: none"> Knowledge management coordinator assigned in all departments, offices, RMs and ROs.
3.3 Corporate taxonomy developed and managed.	<ul style="list-style-type: none"> Corporate taxonomy approved and implemented by November 2004. 	<ul style="list-style-type: none"> KM framework progress report. 	
3.4 IT solutions implemented to support effective knowledge storage and retrieval.	<ul style="list-style-type: none"> Content management adopted by mid-2005. Search tool adopted by mid-2005. First phase of intranet and Internet harmonization by mid-2005 and full harmonization in 2007. 	<ul style="list-style-type: none"> ISTS-II monitoring framework. KM framework progress report. 	<ul style="list-style-type: none"> Funds approved (currently in ISTS-II).
3.5 Enterprise portal developed and managed.	<ul style="list-style-type: none"> First phase (ADB-wide home page) operational by April 2004. Second phase (departmental 	<ul style="list-style-type: none"> KM framework progress report. ISTS-II monitoring 	

Design Summary	Indicators/Targets	Monitoring Mechanism	Risks and Assumptions
3.6 KMApps developed and operational.	<ul style="list-style-type: none"> portal pages) operational by September 2004. • Third phase of enterprise portal project (personal home page) operational by December 2004. • A list of commercially available external databases for ADB access compiled by October 2004. • Access to the priority list of external databases established by June 2005. 	framework.	<ul style="list-style-type: none"> • Resources available. • Usage will be enforced.
3.7 Skill and knowledge database of staff and consultant profiles established.	<ul style="list-style-type: none"> • KMApps for six committees operational by June 2004. • KMApps for all committees operational by June 2005. • KMApps for operational departments by 2005. 	<ul style="list-style-type: none"> • KM framework progress report. 	<ul style="list-style-type: none"> • Staff willing to put their profiles in the database. • Departmental management gives adequate priority.
4. Well-functioning CoPs			
4.1 Refined structure and clarified roles and responsibilities of communities and networks within the existing resource availability, and mechanism in place for allocating resources.	<ul style="list-style-type: none"> • Database operational by October 2004. • 200 staff-skill profiles included in the database by November 2004. • All staff-skill profiles included in the database by March 2005. • Increasing hits every year at least till 2006. 	<ul style="list-style-type: none"> • KM framework progress report (on number of profiles as well as number of hits). 	<ul style="list-style-type: none"> • KMApps for six committees operational by June 2004. • KMApps for all committees operational by June 2005. • KMApps for operational departments by 2005.
4.2 Annual work plans and accomplishment reports prepared by committees.	<ul style="list-style-type: none"> • Revised guidelines on committees and networks issued by June 2004. 	<ul style="list-style-type: none"> • KM framework progress report. 	<ul style="list-style-type: none"> • Adequate human and financial resources available to make “communities” operational.
5. Expanded knowledge sharing, learning, and dissemination through external relations and networking			
5.1 A list of existing external networks and partnerships catalogued, value-added assessed, prioritized, and expanded where warranted.	<ul style="list-style-type: none"> • Work plans produced by all committees by June 2004. • Consolidated annual work plans and their implementation by September 2004. • Annual accomplishment reports prepared by committees by January 2005. 	<ul style="list-style-type: none"> • Assessments by sector and thematic panels. 	<ul style="list-style-type: none"> • Same as above. • Network and committee paper approved.
5.1 A list of existing external networks and partnerships catalogued, value-added assessed, prioritized, and expanded where warranted.	<ul style="list-style-type: none"> • A list of existing external networks and partnerships catalogued by June 2004. • Criteria to assess networks and partnerships developed and participation in external networks and seminars implemented by December 2004. • Database of external networks 	<ul style="list-style-type: none"> • KM framework progress report. 	<ul style="list-style-type: none"> • Adequate funding for partnerships available. • Sufficient number of external networks wanting to

Design Summary	Indicators/Targets	Monitoring Mechanism	Risks and Assumptions
	set up by October 2004.		collaborate with ADB. <ul style="list-style-type: none"> Improved institutional mechanism for managing the harmonization agenda.
5.2 New PCP implemented.	<ul style="list-style-type: none"> PCP effective by January 2005. 	<ul style="list-style-type: none"> Review by OER. Comprehensive review by OER in 2010. 	<ul style="list-style-type: none"> PCP approved and funded.
5.3 CLICK established and operational.	<ul style="list-style-type: none"> Business plan finalized by May 2004. CLICK facility established by October 2004, and staffed by March 2005. Two remote CLICK spaces created by 2006. 	<ul style="list-style-type: none"> CLICK TA progress report. KM framework progress report. 	<ul style="list-style-type: none"> Sufficient interest from DMCs. Financial sustainability.

Inputs

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|---|--|---|--|
| <ul style="list-style-type: none"> Hardware, software, programming time, membership fees, subscriptions, etc. Staff | <ul style="list-style-type: none"> KM center: one professional staff member, one national officer, and one project assistant. Knowledge management coordinators (devoting staff time as determined by department). | <ul style="list-style-type: none"> KM framework progress report. | <ul style="list-style-type: none"> Competent staff available. |
| <ul style="list-style-type: none"> Budget for RDs for additional TA and staff consultancy budgets. Budget of \$200,000 for travel and staff consultants, complemented by ISTS-II and PCP. | | | <ul style="list-style-type: none"> Adequate staff and resources are made available. |

*For the MAKE ranking, the following eight knowledge performance dimensions are assessed: (i) success in establishing an enterprise knowledge culture, (ii) top management support for managing knowledge, (iii) ability to develop and deliver knowledge based goods or services, (iv) success in maximizing the value of the enterprise's intellectual capital, (v) effectiveness in creating an environment of knowledge sharing, (vi) success in establishing a culture of continuous learning, (vii) effectiveness in managing customer (client) knowledge to increase loyalty and value, and (viii) ability to manage knowledge to generate shareholder value.

ADB = Asian Development Bank, CLICK = Center for Learning, Information, Communication, and Knowledge, CoPs = communities of practice, DMC = developing member country, HR strategy = Human Resources Strategy IT = information technology, ISTS-II = Information Systems and Technology Strategy Phase II, KM = knowledge management, KMApps = knowledge management applications, KM framework = knowledge management framework, KPS = knowledge products and services, MAKE = Most Admired Knowledge Enterprises, MC = Management Committee, MfDR = managing for development results, OED = Operations Evaluation Department, OER = Office of External Relations, OIST = Office of Information Systems and Technology, ORM = operations review meeting, PCP = Public Communication Policy, PER = performance evaluation report, RDs = regional departments, RM = resident mission, RO = representative office, RSDD = Regional and Sustainable Development Department, TA = technical assistance.

TIME FRAME AND ORGANIZATIONAL RESPONSIBILITIES

	Output/Action	Target Date	Responsibility
Output 1	Improved organizational culture for knowledge sharing		
Action 1.1	Knowledge management activities integrated in PER exercise.	• 2005	KM center, BPHR
Action 1.2	Enhanced knowledge sharing through change management program	• 2005	KM center, BPHR, OIST
Action 1.3	Disseminate KM framework widely through training seminars at all levels including management.	• Started June 2004.	KM center
Action 1.4	Organize IT training to ensure effective use of IT solutions for knowledge management.	• 2005	KM center, OIST, BPHR
Output 2	Improved management system		
Action 2.1	Knowledge-related results and their indicators included in the work plans of divisions, departments and offices; and their achievements monitored and reported regularly.	• December 2004.	KM center RSDD (entry) SPD
Action 2.2	Planning and monitoring of ADB-wide 3-year KPS work program institutionalized.	• Recurring every year starting 2004.	OED
Action 2.3	Effective system for quality-at-entry criteria for KPS developed.	• December 2004.	RSDD
Action 2.4	Improved post-evaluation system of KPS in place.	• 2005	OED
Output 3	Improved business processes and IT solutions for knowledge capture, enrichment, storage, and retrieval		
Action 3.1	Improved processes for capturing and enriching lessons learned from operational activities.		
	• Identify operational activities and stages where preparation of "knowledge summary" is considered most valuable.	• End-2004	KM center RDs, RSDD
	• Develop adequate mechanisms for implementation.	• December 2005	
Action 3.2	Organizational and individual responsibilities for storing and codifying knowledge clarified (formal and by-products).		
	• Template for summarizing information from documents.	• End-2004	KM center/ working groups
	• Clarification of organizational and individual responsibilities for storing and codifying knowledge (formal and by-products), and issuance of staff instructions.	• Mid-2005	
	• Smart templates for extracting data from information systems and document repositories.	• 2007	KM center/ working groups
Action 3.3	Corporate taxonomy developed and managed.	• November 2004	KM center to be approved by VP-KM
Action 3.4	IT solutions implemented to support effective knowledge storage and retrieval.		
	• Develop and apply a template for extracting key information from documents produced by staff and consultants, and issue staff instructions.	• Mid-2005	KM center OIST
	• Adopt a content management system.	• Mid-2005	KM center
	• Adopt a search tool.	• Mid-2005	OIST
	• First-phase intranet and Internet harmonization.	• Mid-2005	KM center
	• Full harmonization of intranet and Internet.	• 2007	OIST, OER

	Output/Action	Target Date	Responsibility
Action 3.5	Enterprise portal developed and managed. <ul style="list-style-type: none"> Introduce ADB-wide home page. Introduce department portal page. Introduce personal home page. Compile a list of commercially available external databases for ADB access. Establish a priority list of external databases for access. 	<ul style="list-style-type: none"> April 2004 September 2004 March 2006 December 2004 June 2005 	<ul style="list-style-type: none"> KM center, OIST KM center KM center/ working groups
Action 3.6	KMApps developed and operational.	<ul style="list-style-type: none"> June 2004 for first six committees June 2005 for remaining committees 2005 for operations departments 	<ul style="list-style-type: none"> KM center, OIST Sector and thematic committees RDs, RM/ROs, and ADBI
Action 3.7	Skill and knowledge database of staff and consultant profiles established. <ul style="list-style-type: none"> The database is operational. 200 staff-skill profiles included in the database. 400 staff-skill profiles included in the database. All staff-skill profiles included in the database. 	<ul style="list-style-type: none"> December 2004 December 2004 December 2005 June 2006 	<ul style="list-style-type: none"> KM center, BPHR, COSO OIST, and RDs
Output 4	Well-functioning communities of practice (committees/networks) in place		
Action 4.1	Refined structure and clarified roles and responsibilities of committees and networks within the existing resource availability, and mechanism in place for allocating resources.	<ul style="list-style-type: none"> June 2004 	RSDD
Action 4.2	Annual work plans and accomplishment reports prepared by committees.	<ul style="list-style-type: none"> Committee work plans by June 2004 September 2004 for consolidated annual work plans January 2005 for accomplishment report 	<ul style="list-style-type: none"> Sector and thematic committees
Output 5	Expanded knowledge sharing, learning, and dissemination activities through external relations and networking		
Action 5.1	A list of existing external networks and partnerships catalogued, value-added assessed, prioritized, and expanded where warranted. <ul style="list-style-type: none"> Catalogue a list of external networks and partnerships. Develop and implement criteria to assess networks. Central database is operational. 	<ul style="list-style-type: none"> June 2004 December 2004 December 2004 	<ul style="list-style-type: none"> KM center and sector and thematic committees SPD
Action 5.2	New PCP implemented.	<ul style="list-style-type: none"> January 2005 	OER
Action 5.3	CLICK established and operational.	<ul style="list-style-type: none"> October 2004 	<ul style="list-style-type: none"> KM center and RSFI
Action 5.4	Capture and earmark costs for dissemination of KPS. <ul style="list-style-type: none"> Finalize business plan. Establish CLICK facility. Staff and implement CLICK. Create at least two remote CLICK spaces 	<ul style="list-style-type: none"> August 2005 May 2004 October 2004 March 2005 2006 	<ul style="list-style-type: none"> KM center

ADB = Asian Development Bank, ADBI = Asian Development Bank Institute, BPHR = Human Resources Division, CLICK = Center for Learning, Information, Communication, and Knowledge, CoPs = communities of practice, COSO = Central Operations Services Office, DMC = developing member country, IT = information technology, ISTS-II = Information Systems and Technology Strategy Phase II, KM = knowledge management, KMApps = knowledge management applications, KM framework = knowledge management framework, KPS = knowledge products and services, KRI = key result indicator, MAKE = Most Admired Knowledge Enterprises, MC = management committee, MfDR = managing for development results, OED = Operations Evaluation Department, OER = Office of External Relations, OIST = Office of Information Systems and Technology, ORM = operations review meeting, PCP = Public Communication Policy, RDs = regional departments, RM = resident mission, RO = resident office, RSDD = Regional and Sustainable Development Department, RSFI = Finance and Infrastructure Division, SPD = Strategy and Policy Department, SPRU = Results Management Unit, TA = technical assistance.

KNOWLEDGE MANAGEMENT CENTER WORK PROGRAM FOR 2004

The Knowledge Management Center (KM Center) will implement the KM framework on a phased basis. For the first year of implementation, the KM center will establish the foundational layers for knowledge management that are prerequisites for succeeding activities. These foundational activities will be done through the 3 knowledge management working groups: (i) information services, (ii) change management and communication, and (iii) information storage and retrieval. For the first year, 2004, the deliverables include the following:

Description	Month
Information Services	
Enterprise portal	April
Formation of portal committee	April
First release of KMApps	June
Second release of KMApps	September
RSDD Portal	June
Departmental portals	September
Implementation of geographical database such as GIS	September
Skill and experience database	October
Selection of content management application	December
Coordination with knowledge management coordinators, RMs, ROs, ADBI, and external networks	April onward
Adjustment of ADB's relevant administrative orders	November
Change Management and Communication	
Make presentations and organize brown bag seminars on knowledge management action programs	} April onward
Liaise with BPHR regarding incentives and rewards	
Liaise with knowledge management coordinators for the content of KMApps	
Information Storage and Retrieval	
Registry of ADB external networks	September
Development of templates to capture various ADB documents	October
Development of ADB taxonomy	November

ADB = Asian Development Bank, ADBI = Asian Development Bank Institute, BPHR = Human Resources Division, GIS = geographical information system, KMApp = knowledge management applications, KM framework = knowledge management framework, RMs = resident mission, ROs = representative offices, RSDD = Regional and Sustainable Development Department

TERMS OF REFERENCE OF THE KNOWLEDGE MANAGEMENT CENTER

The Knowledge Management Center (KM Center), reporting to the director general of RSDD, will be responsible for coordinating and monitoring all knowledge initiatives within ADB, and the action plans that constitute the KM framework. The KM center will provide support on knowledge management issues to the Management Committee, and technical support and direction for knowledge management activities ADB-wide. Specifically, the KM center will do the following:

A. Knowledge Management Communication and Awareness Program

- (i) Ensure the communication of knowledge management principles enumerated by ADB management.
- (ii) Maintain an ongoing awareness and training program on knowledge management to keep staff informed and involved.
- (iii) Capture and edit information not owned by specific departments, offices, and units to be included in Web sites (e.g., brown-bag presentations).
- (iv) Maintain the knowledge management Web site.
- (v) Chair the ADB portal committee. Review and approve intranet policies, and guidelines, and act as focal point for shared international development Web sites.

B. Committee and Networks

- (i) Provide information technology and secretariat support to panels, committees, and networks.
- (ii) Coordinate and consolidate the reports and databases of the thematic and sector committees.
- (iii) Consolidate interregional knowledge products and services (KPS) program and compile and monitor ADB-wide 3-year KPS program.
- (iv) Keep registry committees and networks and database of external networks and partnerships of ADB.

C. Knowledge Management and Information Technology Initiative Planning, Implementation, Monitoring, and Reporting

- (i) Lead, facilitate, and implement knowledge management initiatives.
- (ii) The KM center will provide guidance and directions to the Programs Management Office under the Office of Information Services and Technology (OIST) and the sponsoring departments, offices and units on the minimal functional requirements of the identified knowledge management projects under ISTS-II and KM framework.
- (iii) Establish and provide departments and OIST with minimum standards, guidelines, and functional requirements for KM applications (KMApps); and keep a registry of ADB's intranet taxonomy.
- (iv) Support methodologies and processes of various departments and offices in identifying and implementing knowledge management initiatives.
- (v) Monitor and maintain a record of progress in terms of outputs and impacts of ongoing knowledge management initiatives.
- (vi) Make recommendations to ADB management and OIST on future initiatives, which may be needed to enhance knowledge management in ADB.

- (vii) Chair the ADB portal committee and work on intranet harmonization activities, and review the current content quality of ADB's intranet (e.g., the skills database).
- (viii) Capture and edit information, not owned by any specific departments, to be included in Web sites (e.g., brown-bag presentations).
- (ix) Act as the guardian of ADB's enterprise portal. Coordinate the departments, offices, units, resident missions and representative offices in intranet developments.

TERMS OF REFERENCE OF KNOWLEDGE COORDINATORS

To facilitate implementation of the knowledge management framework (KM framework) of the Asian Development Bank (ADB) and to enable effective dissemination of good practices and lessons' learned within and among departments, offices, units in ADB and developing member countries, the knowledge management coordinator will be responsible for the following:

- (i) Develop a knowledge management work plan for the department in alignment with the KM framework.
- (ii) Coordinate the work related to the departmental Web site.
- (iii) Find effective and timely ways of conveying results and lessons learned from technical assistance and economic and sector work to staff, and ensure that staff learns from these experiences.
- (iv) Coordinate capture of and knowledge summaries of terms of references, consultants' reports, back-to-office reports, and specific output of presentations, all to be stored and codified in the Web site through existing work processes or redefine them to capture the outputs.
- (v) Facilitate publishing of these results and lessons in the departmental Web site.
- (vi) Encourage staff to write and maintain the skill and experience database.
- (vii) Coordinate with the KM center and other departments/offices on knowledge management issues.
- (viii) Promote awareness within the department, office, unit, resident mission, and representative office about knowledge management issues and best practices, including provision of a knowledge management "help desk" function within the department.
- (ix) Conduct other work in the department, office, unit, resident mission, and representative office, broadly related to knowledge management.