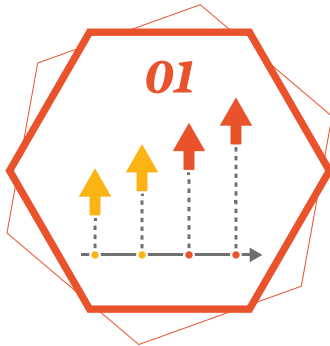




## STAGE THREE: Steps Forward, Steps Back (2010-2014) *A plan to combat knowledge fatigue*

### *from 2010 to 2012*



#### **Knowledge Management Action Plan in full swing**

Under the plan, the aggregate budget for communities of practice increased tenfold, to \$1 million; they became integral partners in peer review and recruitment.



#### **Stronger communities of practice, country partnerships**

Communities of practice grew from 10 to 13; country partnership strategy processes were streamlined to strengthen knowledge management and better align with client needs.

### *from 2012 to 2014*



#### **ADB's first Knowledge Forum**

The forum built stronger connections between ADB departments, and the Knowledge Sharing and Services Center was restructured to strengthen knowledge management coordination.



#### **Affirming the importance of "One ADB"**

In 2014, the first Knowledge Operations Review Meeting brought knowledge management discussions to the level of ADB operations.

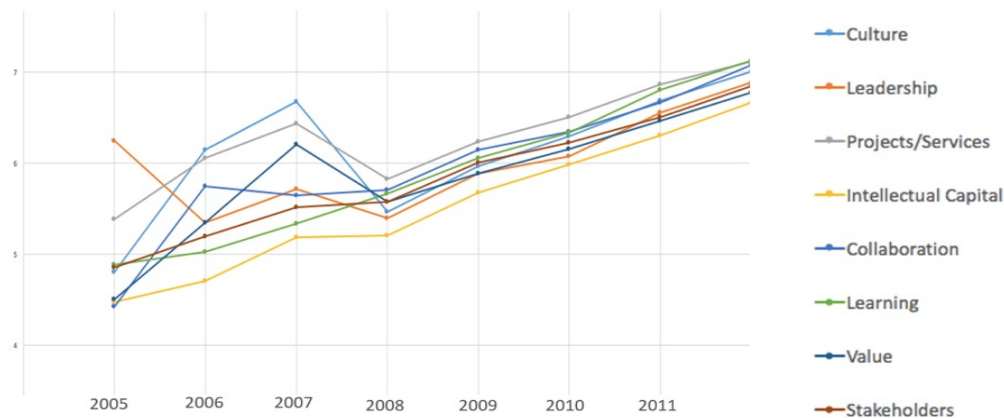


## STAGE THREE: Steps Forward, Steps Back (2010-2014)

By 2010, the knowledge management performance staff surveys revealed steady improvement across all dimensions, but this process leveled off in subsequent years (Figure 1). To address this, recommended reforms included

- clarifying the functions and roles of the communities of practice and resident missions in knowledge work,
- strengthening the mainstreaming of knowledge work in projects,
- improving incentives for knowledge work, and
- increasing budget for staff development and knowledge sharing.<sup>13</sup>

**Figure 1: Most Admired Knowledge Enterprise Survey Results, 2005–2011**



Source: Assessment of ADB’s Knowledge Management Implementation Framework Surveys, 2005–2011.

**Figure 2: Communities of Practice in 2011**

Agriculture, Rural Development, and Food Security	75
Education	41
Energy	171
Environment	110
Financial Sector Development	196
Gender Equity	100
Social Development and Poverty	246
Governance and Public Management	93
Health	24
Regional Cooperation and Integration	26
Transport	147
Urban	115
Water	214
<b>Total CoP Membership</b>	<b>1,558</b>

CoP = Communities of Practice.

Source: Asian Development Bank. 2011. 2011 Survey of ADB-Hosted Communities of Practice Final Report. Manila.

Once the KMAP 2009–2011 implementation was in full swing, most of these issues were addressed. Under the plan, the aggregate budget for communities of practice increased tenfold, to \$10,000,000, and they became integral partners in peer review processes and staff performance review and recruitment. The value of communities of practice was enhanced, and the number increased from 10 to 13 (Figure 2). Under the KMAP, country partnership strategy (CPS) processes were streamlined to strengthen knowledge management mainstreaming work and better align projects with client needs.<sup>14</sup>

<sup>13</sup> Serrat, O. 2011. Surveying Communities of Practice. *Knowledge Solutions*. No. 104. Manila: Asian Development Bank. ADB. 2009. *Streamlining Country Partnership Strategies*. Manila; various Most Admired Knowledge Enterprise Survey reports; McCawley, P. 2017. *Banking on the Future of Asia and the Pacific: 50 Years of the Asian Development Bank*. Manila.

<sup>14</sup> ADB. 2009. *Country Partnership Strategy Responding To The New Aid Architecture*. Manila.

A new human resources policy document, Our People Strategy 2010, demonstrated ADB's strong commitment to knowledge management by defining core knowledge competencies to guide staff retention, recruitment, and development. These were

- application of technical knowledge and skills,
- leadership and strategic thinking,
- communication and knowledge sharing,
- change and innovation,
- achieving results and problem solving,
- client orientation, and
- working together.

To lock in support for knowledge sharing and teamwork, the KMAP Results Framework, approved in March 2010, was incorporated in the Work Program and Budget Framework. Furthermore, Human Resources recognized teamwork success stories and instituted an award system for teamwork and multidisciplinary work units. This all helped the cause of effective knowledge management.

Implementation of the second phase of the Information Systems and Technology Strategy continued, with new collaboration mechanisms for cross-departmental and multidisciplinary knowledge generation and sharing. The bank initiated several projects to improve information access and retrieval, including the development of an intranet for easier access to community of practice web pages and ADB databases such as ERCD's data library and database of DMC statistics; knowledge management applications (KMApps) for knowledge sharing, capture, and dissemination; and Mapview for improved spatial information use.

To further maximize the gains from these improved strategic, human resource, and IT directions, ADB consolidated three specialized knowledge units, the Economics and Research Department (currently ERCD), the Office of Regional Economic Integration, and the RSDD, under an expanded vice-presidency for knowledge management and sustainable development. This consolidation helped formalize the key role of knowledge management within the bank.

Other initiatives further strengthened knowledge management within the bank, including the establishment of the Knowledge Forum in 2012. Chaired by the President, the forum aimed to build stronger connections between ADB departments, including the ADBI, and avoid duplication of efforts. In addition, the Knowledge Sharing and Services Center was restructured to replace the Knowledge Management Center and strengthen knowledge management coordination and guidance.

In 2011 and 2012, ADB received the Asian MAKE Award for its commendable performance in collaborative enterprise-wide knowledge sharing. ADB was one of four public organizations out of 20 winners to have been chosen for this award by a panel of Fortune 500 senior executives and internationally recognized knowledge management experts.

By 2013, the push for knowledge management reforms started to slow down, but there was still progress toward improving the internal system, including the approval of the Knowledge Management Directions and Action Plan 2013–2015 and the third phase of the Information Systems and Technology Strategy. Both initiatives focused on enhancing information and communication technology (ICT) systems for better internal and external stakeholder communication and collaboration. On the human resources side, a recommendation that knowledge contribution be included in staff performance evaluation was approved, and international staff were strategically reassigned to promote knowledge sharing.

In 2014, the first Knowledge Operations Review Meeting affirmed the importance of "One ADB," and brought knowledge management discussions to the level of ADB operations. The Midterm Review of Strategy 2020 was conducted in the same year to "prepare ADB to meet the challenges of a transforming Asia and the Pacific."



*There was a change when knowledge management became part of performance evaluation, but this was not enough. More incentives were needed to make people do more knowledge management, make it part of their day-to-day job.*