



STAGE TWO: Expansion (2005–2009)
The Strategy 2020 rallying cry for more knowledge

from 2005 to 2007

01



Monitoring knowledge management effectiveness

2005: ADB began staff surveys of its Knowledge Management Implementation Framework.

02

2005: Knowledge Management Center formed

Under the new center, knowledge products and services output—books, reports, journals, briefs, working papers, training materials, and multimedia content—increased yearly.

03



The creation of new communities of practice

Communities across a wide range of themes and sectors created.

from 2007 to 2009

04



Knowledge solutions seen as a driver of change

Country diagnostic studies show need for more understanding of constraints faced by DMCs.

05



DMCs demand for technical assistance increasing

Strategy 2020 declares ADB must deploy cutting-edge knowledge and technical services to complement financing.

06

Knowledge Management Action Plan 2009–2011

This plan laid out a pragmatic approach aimed to sharpen ADB's knowledge focus, empower the communities of practice, and strengthen external knowledge partnerships.



STAGE TWO: Expansion (2005–2009)

From 2005 to 2012, ADB commissioned staff surveys of its Knowledge Management Implementation Framework, using a customized tool, Most Admired Knowledge Enterprises (MAKE). MAKE covered eight recognized knowledge performance dimensions to determine overarching knowledge management trends at ADB.

The surveys revealed a lack of consistency across key knowledge performance dimensions: knowledge-driven culture, senior management leadership, enterprise-wide knowledge collaboration, organizational learning, intellectual capital, and improved stakeholder's standard of living.⁸ ADB used the insights from these surveys to continue to track its progress in managing knowledge, improve synergy within the organization's knowledge management efforts, and establish the right structures, roles, and functions for effective knowledge management.⁹

In 2005, the Knowledge Management Center was formed, primarily to develop knowledge management tools. With the center in place, knowledge products and services increased fivefold between 2004 and 2011. From year to year there was a substantial increase in the output of books, reports, journals, briefs, working papers, training materials, and multimedia content posted on ADB.org.

ADB's progress toward effective knowledge management, and ensuring learning was integral to operations, was in tune with Strategy 2020, released in 2008, which was a rallying cry for ADB to play a bigger part in harnessing knowledge solutions to promote development across Asia and the Pacific.

One of the key drivers of change under Strategy 2020 was knowledge solutions, i.e., knowledge products and services that help solve development problems in DMCs. The strategy highlighted knowledge solutions as a driver of change. Such solutions require a broad understanding of development constraints faced by DMCs, which has been the subject of ERCD's country diagnostic studies since 2007.

The sector and thematic communities and networks were renamed and aggregated into 10 communities of practice in 2005, covering education, energy, environment, finance, gender and social development, governance, health, regional cooperation, transport, and water. With increasing DMC demand for finance and TA, Strategy 2020 declared that it "must continue to help DMCs gain access to long-term funds at reasonable terms, manage risks, take collective action, and deploy cutting-edge knowledge and technical services to complement financing."¹⁰

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⁸ Most Admired Knowledge Enterprise Survey Reports from 2005–2008.

⁹ ADB. 2007. *Special Evaluation Study on Long-Term Strategic Framework: Lessons from Implementation 2001–2006*. Manila.

¹⁰ ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank 2008–2020*. Manila



“Strategy 2020 will also require institutional change... ADB will adapt its organizational structure to new and expanded products and services, particularly in private sector operations, financial services, knowledge management, and environmental operations.”

Midterm Review of Strategy 2020

The RSDD developed Learning for Change Primers to train staff on IT, the essentials of successful communities of practice, knowledge management, building a learning organization, and improving the design of knowledge partnerships.¹¹

By the far the most significant milestone in this period was the approval of the first KMAP, for 2009–2011.¹² This laid out a pragmatic, step-by-step approach aimed “to sharpen the knowledge focus of ADB operations, empower the communities of practice, strengthen external knowledge partnership, and further enhance staff learning and skills development.”

This was progress indeed, but there was still a need to facilitate access for DMC stakeholders to knowledge services through an easily searchable repository of knowledge solutions.

¹¹ ADB. 2011. *Guidelines for Knowledge Partnerships*. Manila.

¹² ADB. 2009. *Enhancing Knowledge Management Under Strategy 2020*. Manila.