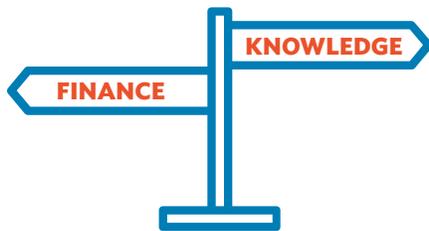


Knowledge Solutions for Development

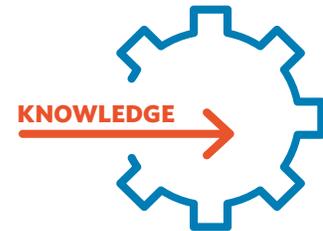
An Evaluation of ADB's Readiness for Strategy 2030

REALITY CHECK



ADB is at a significant crossroads

Countries in Asia and Pacific region are facing new and complex development challenges such as climate change, ageing population and diseases, and are seeking sophisticated solutions from ADB, which has to maintain a balance between financing and providing knowledge solutions.



Knowledge products and services integral to ADB's support

ADB has been a regional champion on the use of knowledge for development, offering a combination of technical assistance for project preparation as well as knowledge support at the sector, country, and regional levels since its establishment. Its new corporate strategy advocates a focus on integrated knowledge solutions instead of sector-specific approaches.



Mixed performance in identifying country needs for knowledge solutions

ADB is responsive to the requests of governments but has mixed performance on preparing country diagnostics and sector studies, sometimes lacking participatory approach in country needs assessment.



Mixed views on ADB's readiness to respond to changing needs

Countries have mixed assessment about the degree to which ADB tailors its products and services to meet countries' knowledge needs.



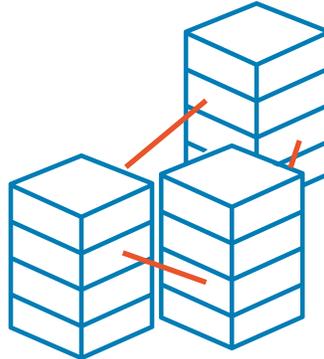
Insufficient incentives to develop and share knowledge solutions

The current system does not place a high value on knowledge generation or dissemination, with incentive structure favoring processing targets at the expense of creating multidisciplinary knowledge solutions.

CHALLENGES AND ISSUES

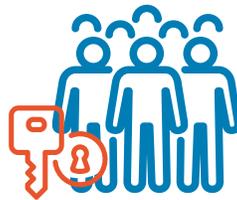
Silos hinder the flow of knowledge

There is difficulty in sharing knowledge and some competition for resources because of the inward organization and orientation of departments which limits cross-departmental collaboration and learning.



Inadequate measures to capture and codify tacit knowledge

While ADB accumulates substantial tacit knowledge, it does not take adequate measures to convert those into more easily accessible codified knowledge.



Organizational culture hinders innovation

ADB's consensus-based and risk-averse culture and its efficiency focused processes hinder development of thoughtful knowledge solutions, partnerships, or innovation.



Insufficient benchmarks, targets and metrics to measure the production and contribution of knowledge

While ADB has taken steps to enhance its measurement and sharing of knowledge there is scope for improvement. Its corporate results framework is relatively silent on knowledge products.



KEY STRENGTHS

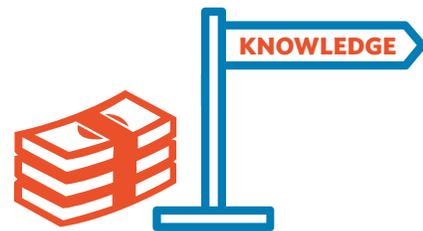


Long-standing presence in Asia and Pacific region, large pool of multi- disciplinary staff with wide ranging expertise and a growing local footprint through its resident missions

ADB is widely respected and considered to be a leader in the development community because of its long-standing experience and presence in the region.

Good access to resources to support the development of sophisticated knowledge solutions

ADB has access to substantial grant resources for technical assistance that is crucial for the production of ADB knowledge solutions.



Strong commitment at the corporate level

Knowledge management at ADB is led by Vice President and has the commitment of senior leadership to support reform initiatives related to the transition to a knowledge bank.

Information technology is being strengthened

Recent reforms and investments have accelerated ADB's readiness for the digital age and have helped the adoption of new knowledge management tools. In addition to information technology reforms, it is also upgrading many internal systems to improve the processing of operations.



RECOMMENDATIONS



Make strategic decision about ADB's knowledge ambitions

ADB should make a clear and high-level decision regarding whether it wishes to become a knowledge bank with primary focus on knowledge complemented by finance and partnerships or remain a Finance++ Bank with primary focus on finance complemented by knowledge and partnerships .



Make institutional changes if becoming knowledge bank is the goal

ADB will need to strengthen efforts to change and modernize its culture, review its organizational structure to align it with the knowledge ambitions, and review human resource needs, updating the roles of staff, members of the expert pool, and consultants if it wishes to become a knowledge bank.



Take ownership and adopt a long-term commitment to its choice at all levels

ADB should take ownership of whichever path it chooses and adopt a long term commitment to its choice, develop benchmarks, targets, and metrics and periodically report the implementation progress to the Board.



Take actions to strengthen knowledge solutions while maintaining current pace of reform

ADB should continue modernizing its culture, increase cooperation across operational silos , adjust the role of knowledge units in order to strengthen relationships with operations departments, review the role of consultants and continue to develop tools to strengthen knowledge sharing and collaboration as part of Digital Agenda 2030 if it wishes to remain finance++ bank.

Download the full report at <http://bit.ly/knowledge-eval>



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