ASIAN DEVELOPMENT BANK

KNOWLEDGE MANAGEMENT IN ADB

June 2004

ABBREVIATIONS

ADB	–	Asian Development Bank
ADTA	–	advisory technical assistance
BPHR	–	Human Resources Division
CAI-Asia	–	Clean Air Initiative for Asian Cities
CLICK	–	Center for Learning, Information, Communication, and Knowledge
COSO	–	Central Operations Services Office
CSP	–	country strategy and program
CSPU	–	country strategy and program update
DMC	–	developing member country
ESW	–	economic and sector work
ICT	–	information and communication technology
IT	–	information technology
ISTS-II	–	Information Systems and Technology Strategy Phase II
KM	–	knowledge management
KMApps	–	knowledge management applications
KPS	–	knowledge products and services
LTSF	–	Long-Term Strategic Framework
MAKE	–	Most Admired Knowledge Enterprises
MDGs	–	Millennium Development Goals
MfDR	–	managing for development results
OAS	–	Office of Administrative Services
OER	–	Office of External Relations
OIST	–	Office of Information Systems and Technology
ORM	–	operations review meeting
OSEC	–	Office of the Secretary
PCP	–	Public Communications Policy
RSDD	–	Regional and Sustainable Development Department
TA	–	technical assistance
TCR	–	technical assistance completion report

NOTE

In this report, "$" refers to US dollars.

CONTENTS

I.   INTRODUCTION

1.   Transfer of knowledge has always been an essential, catalyzing element of the Asian Development Bank (ADB) mandate. Recognizing the growing role knowledge plays in the advancement of its developing member countries (DMCs), ADB committed, through its Long-Term Strategic Framework for 2001–2015 (LTSF), to become a learning institution and a primary source of development knowledge in Asia and the Pacific.[1] The LTSF recognized that ADB's enhanced role in knowledge generation and sharing would be a prerequisite to achieving ADB's poverty reduction goal.[2] Guided by the LTSF and Medium-Term Strategy (2001–2005),[3] in 2002 ADB refined its structure and operational business processes to pursue this new strategic priority.[4] A knowledge management framework (KM framework) has been prepared to guide ADB's transition to a knowledge-based organization.

2.   This paper reviews the changing context of ADB's role in catalyzing knowledge for innovation and development. It discusses ADB's knowledge processes, and identifies key challenges and opportunities for moving ADB's knowledge agenda forward in a phased manner. The paper presents a framework that lays down the goals, purposes, actions, outputs, and outcomes necessary for this transformation, starting with improving the cultural and procedural aspects of knowledge management within ADB. This will enable ADB to reach out to its external stakeholders more systematically. The paper also discusses the organizational and resource implications of implementing the KM framework.

II.   KNOWLEDGE AND DEVELOPMENT

A.   Demand for Knowledge

3.   In recent decades, knowledge has become the most important asset for most economies in the world (Box 1 for definition of knowledge).[5] In their quest to gain faster growth by using resources more efficiently, countries and businesses around the globe are driven by the generation and distribution of knowledge. This process has been accelerated by the information and communication technology (ICT) revolution, which dramatically increased the flow of information. Knowledge-based countries and organizations increasingly encourage their people

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[1]   ADB. 2001. *Moving the Poverty Reduction Agenda Forward in Asia and the Pacific: The Long-Term Strategic Framework of the ADB (2001–2015).* Manila. In 1999 ADB declared poverty reduction as its overarching goal and adopted a poverty reduction strategy. See ADB. 1999. *The Poverty Reduction Strategy.* Manila.

[2]   ADB. 2001. *Long Term Strategic Framework (LTSF) (2001-2015).* Manila. Page 16, para 53 of the LTSF states, "ADB must become a knowledge-based learning institution, drawing upon resources, skills and expertise both inside and outside the organization. It must develop the capacity to learn quickly from its own experiences and those of other development partners, and to disseminate such experience in the form of best practice among DMCs, ADB staff, and the development partners."

[3]   ADB. 2001. *Medium-Term Strategy (2001–2005).* Manila. On page 19, para 38, the strategy states, "To enhance its effectiveness, ADB must become a more efficient learning organization, drawing upon its own internal expertise, past experiences and practices, and on the experiences of others, particularly the experience of its diverse DMCs." Furthermore, "internalizing knowledge and becoming a learning organization is essential for development support."

[4]   ADB. 2001. Reorganization of the Asian Development Bank. Manila; ADB. 2002. Business Processes for the Reorganized ADB. Manila.

[5]   Various definitions of knowledge are available in the literature. The definition of knowledge in Box 1 is based on the following: Nonaka, I. and H. Takeuchi. 1995. *The Knowledge creating company: How Japanese Companies Create the Dynamics of Innovation.* New York: Oxford University Press, Inc. Davenport, Thomas H. and Laurence Prusak. 1998. *Working Knowledge: How Organizations Manage What They Know.* Boston: Harvard Business School Press.

to pursue life-long learning, investing heavily in research and development, and technology to promote knowledge exchange and to drive innovation.

4.   The development experience in East Asia—for example, Hong Kong, China; Republic of Korea; Singapore; and Taipei, China—demonstrates the critical role of knowledge in catalyzing development. They all emphasize the importance of education, including advanced scientific and technical studies, to enable sophisticated technologies to grow.[6]

5.   To replicate the above, many developing countries seek to access information and gain knowledge to design and implement sound policies, establish strong governance systems, and encourage investment. The rapidly improving flow of information offers opportunities, but also presents a risk of widening "gaps" in knowledge between countries with and without access to information. This may result in greater disparity among developing countries. As most knowledge is a public good,[7] public institutions—such as development organizations—must play an active role in meeting the growing demand for knowledge and in addressing knowledge "gaps."

Box 1: What is Knowledge?

Knowledge is understanding the why, what, how, who, when, and where relative to taking some action. Knowledge is the product of organization and reasoning applied to raw data.

Tacit knowledge is personal, context-specific knowledge that is difficult to formalize, record, or articulate: it is stored in the heads of people. It is mainly developed through a process of interaction, debate, and trial and error encountered in practice.

Explicit knowledge is that component that can be codified and transmitted in systematic and formal languages, for example, documents, databases, Web sites and e-mails.

B.   The Asian Development Bank's Role

6.   As a regional development institution in Asia and the Pacific, ADB has always stressed knowledge exchange as a critical product. The principal objectives of ADB's nonlending services in the form of economic, sector, and thematic work have been to create new insights and make these widely known. Knowledge transfer is also an important component of ADB's lending operations. Embodied in investment projects that ADB finances are the best available knowledge and practices. These are complemented by extensive support for capacity development to enhance DMCs' ability to develop, capture, and apply knowledge.

7.   While Asia and the Pacific have achieved rapid growth and poverty reduction in the last three decades, the region has still far to go in meeting the Millennium Development Goals (MDGs). To achieve the MDGs, the DMCs will need to acquire and apply relevant knowledge to accelerate poverty reduction and to effectively mobilize and use the necessary financial resources. To remain relevant in responding to the varying and complex poverty reduction needs in the region, ADB must become more effective in sharing knowledge and more proactive in supporting learning.

8.   Middle-income DMCs are increasingly demanding that ADB complement its role as a financial intermediary by making available insights and experience that will help them pursue

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[6] World Bank. 1999. The World Development Report 1998/1999. Washington DC.

[7] Except when protected by intellectual property rights.

their development objectives. As a regional development bank, ADB is strategically placed to assimilate varied development experiences from across Asia and the Pacific, and disseminate them within and outside the region. Similarly, with its extensive development knowledge of the region, ADB is well positioned to capture relevant good practices and lessons learned from the rest of the world, and not only transfer them to the DMCs but also help DMCs adapt them to their particular circumstances. To remain relevant to the needs of a rapidly changing region, ADB must now expand its role in catalyzing knowledge for innovation and development.

III. MANAGING KNOWLEDGE AT THE ASIAN DEVELOPMENT BANK

A. Current Practice

1. Knowledge Products

9. ADB provides a variety of knowledge services to DMCs and other stakeholders: (i) formal knowledge products and services (KPS), which are programmed as such and targeted at specific clientele and stakeholders in the DMCs, subregions within Asia and the Pacific, and the region as a whole; and (ii) knowledge by-products derived from delivering bans or other activities (Box 2). The ADB Institute (ADBI) also plays an important role, capturing and disseminating information and knowledge on development issues that have strategic implications for academic and development thinking, and for policy formulation and capacity building of DMCs.

Box 2: Knowledge Products and Services
of the Asian Development Bank

Formal KPS
- Publications and journals on specific development issues such as *Asian Development Outlook, Asian Development Review,* and *Key Indicators*
- Economic, sector, and thematic work (country economic, poverty and thematic assessments, etc.)
- Information posted on Asian Development Bank Web sites
- Project, program, and evaluation reports
- Policy and strategy reviews
- Seminars and workshops materials and synopsis of brainstorming sessions, regional meetings of stakeholders, etc.
- Statistical data

KPS By-Products
- Analyses of sectoral and institutional issues as part of loan preparation
- Problem-analysis, alternatives, and solution trees
- Environmental and social assessments and surveys as inputs to loans
- Social action plans associated with loan projects
- Understandings created through information exchange at external networks, seminars, and conferences
- Other sourced research information that provides insights into policy, processes, and performance
- Loan-related knowledge transfers, including innovative designs and introduction of new technologies
- Best practices embodied in loan and technical assistance projects

KPS = knowledge products and services

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10.   **Formal knowledge products and services**. The main characteristics of formal KPS are that they are (i) officially programmed in most cases either in country-specific country strategies and programs (CSPs) or as part of broader regional cooperation programs, (ii) packaged as a discrete end-use product or service, (iii) identifiably financed, and (iv) with a targeted delivery schedule. KPS come in various forms, including country studies, sector and thematic assessments, evaluation reports, case studies, other research-related publications and learning materials, and training and seminars. KPS are transferred to clients through ADB's lending and nonlending operations, as well as through the work of ADBI. Outputs of ADB's KPS usually find their way into databases and ADB Internet Web sites.

11.   Most formal KPS are financed by ADB's technical assistance (TA) resources, processed as advisory TA (ADTA) projects. During the last 3 years , ADB invested on average about $120 million each year for around 220 ADTA projects, including regional TA projects. These support analytical work and capacity-building activities, sometimes in combination. Technical assistance projects represent a major investment in knowledge products, and highlight the importance of high-quality standards and the need for effective dissemination and use.

12.   **Knowledge by-products.** This type of knowledge is less formal but represents a significant part of the knowledge that ADB generates and accumulates. Each time ADB interacts with a DMC in project preparation, institutional diagnosis, or analyses for policy and institutional reform of a particular sector, much valuable knowledge and experience are developed. These are sometimes documented but not formally published or made available to external audiences. Usually, the knowledge remains in tacit form, retained in the heads of the staff and, more often, consultants. This type of knowledge is transferred to clients when used as inputs to formal lending or non-lending products. When not formalized or made explicit, this knowledge loses its value for ADB and its clients.

2.   Processing knowledge within ADB

13.   Effective sharing of knowledge depends on how efficiently and effectively ADB processes knowledge internally and how quickly it capitalizes on the skills and knowledge in different functional areas across the organization. The following provides an overview of how ADB processes knowledge. The processes are broadly categorized into four stages: (i) knowledge creation and capture, (ii) knowledge sharing and enrichment, (iii) information storage and retrieval, and (iv) knowledge dissemination (Figure below).

Flow of Knowledge Processes

Knowledge Creation and Capture	→	Knowledge Sharing and Enrichment	→	Information Storage and Retrieval	→	Knowledge Dissemination
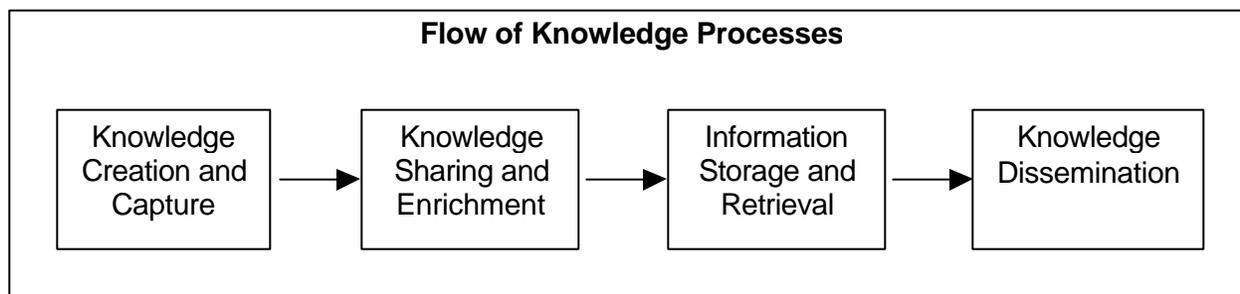
14.   **Knowledge creation and capture.** ADB creates and captures knowledge throughout its operational processes. Explicit knowledge is captured in the form of documented outputs generated at different stages of lending and nonlending operational cycle. Knowledge is also

captured by accessing sources outside ADB through publications, Web sites, and seminars. Tacit knowledge is created and captured in discussions with DMC stakeholders, development partners, and consultants, and through attending events such as seminars and workshops.

15.   **Knowledge sharing and enrichment.** Knowledge sharing is an important process during which knowledge can be refined and enriched. For example, a staff member shares the captured knowledge on microfinance with his or her peer group. The group debates the knowledge and adds relevance to and enriches the knowledge. The new sector and thematic committees and networks provide a forum where new ideas on development issues are exchanged, debated, and made more relevant before their dissemination within and outside ADB. Many other examples show how knowledge sharing and enrichment take place, including seminars, workshops, and meetings with clients and other development partners.

16.   **Information storage and retrieval.** To ensure that acquired knowledge becomes accessible to others, ADB should store information in a centralized location accessible for retrieval. For example, Board documents, once approved, should be categorized and stored electronically in databases. The documents could then be retrieved through ADB Internet and intranet Web sites. Most consultants' reports are filed physically[8] in the Information Resources and Services Unit (former Archives and Records Unit). Statistical data on economic and social development are stored in the database owned by the Economic and Research Department (ERD), and made accessible through ADB Web sites.

17.   **Knowledge dissemination.** Without effective dissemination, the development impact of knowledge remains minimal. The most obvious forms of dissemination include ADB and ADBI publications, presentations, and Web sites; and the ADB library and learning center. ADB-supported investment projects and programs are also effective for disseminating knowledge through incorporating good practices to address certain development issues. Several evaluation studies on KPS highlighted the need to improve their dissemination to enhance development impact.[9]

B.   Recent Initiatives

18.   In recent years, ADB has taken a number of steps toward enhancing its capacity to process knowledge.

19.   **Structural and procedural innovations.** The 2002 reorganization created the Regional and Sustainable Development Department (RSDD), with a mandate to advance ADB's knowledge agenda internally and externally. A knowledge management committee was established to oversee and provide strategic guidance for ADB's knowledge activities.[10] To promote information sharing on specific sector and thematic issues, and disseminate the information within ADB, it established 9 sector and 10 thematic committees, and 24 networks. In 2003, ADB created a new vice presidency for knowledge management to raise the profile of ADB's knowledge activities and improve management oversight.

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[8] Information Resources and Services Unit of OAS is currently digitizing consultants' reports.

[9] ADB. 1999. Special Evaluation Study on Advisory and Operational Technical to Kazakhstan and the Kyrgyz Republic. Manila; ADB. 2001. Special Evaluation Study on Selected Economic and Sector Work. Manila.

[10] Members of the Knowledge Management Committee, chaired by the President, include the heads of ADBI, ERD, Operations Evaluation Department, Office of External Relations, Regional Economic Monitoring Unit, RSDD, and Strategy and Policy Department.

20. **Improved access to information.** ADB has initiated several projects to improve information access and retrieval. These include (i) development of a new intranet Web page (or enterprise portal) to support easier access to a wide variety of ADB databases; (ii) development of knowledge management applications (KMApps) to support knowledge capturing, sharing, and dissemination by department, sector, and theme;[11] and (iii) development of a spatial database, called Mapview, to improve use of spatial information including economic, environmental, and social information (Box 3).

21. **Expanded external networks and partnerships.** To proactively acquire and share knowledge and expertise outside ADB and participate in the knowledge debate, ADB has expanded its external networks and forged partnerships with external organizations. It participates in over 300 networks with professional and other organizations throughout the world, which serve as forums for information exchange and sharing. ADB plays a major role in about 120 of these networks, exchanging and disseminating best practices and lessons learned on specific topics (Box 4).

22. **Center for Learning, Information, Communication, and Knowledge** (CLICK) . ADB launched the CLICK initiative at the World Summit on the Information Society in Geneva in December 2003. Under this initiative, ADB will set up ICT-based interactive knowledge centers in its DMCs. Phase 1 of the project is expected to be operational in 2005. Through CLICK, ADB will support distance learning on key development topics for DMCs with up-to-date KPS that are tailored to clients' needs. CLICK will also enable DMCs and ADB's development partners to disseminate their own KPS through this facility.[12]

Box 3: Improving Access to Spatial Information–The Mapview Project

The Asian Development Bank (ADB) is developing a spatial database called Mapview to store maps and map-related resources and materials generated for ADB projects. Spatial information range from remote sensing to satellite imagery, and from topography maps to site photographs. With Mapview, DMC data can be seen on a map or from a spatial context. ADB staff can use the map library (capture), add new data (enrichment), post a new map (storage), and share the new map (dissemination). Creation of a single environment where people can store and share spatial maps will result in improved efficiency and cost-effectiveness in designing projects.

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[11] KMApps are an electronic tool to manage, access, and share information among departments, committees, and networks. Each KMApp has 11 modules: library, calendar, concern, cooperation, correspondence, forum, indicators, lessons learned, news, operations, and profiles.

[12] ADB. 2003. Development of a Business Plan for a Center for Learning, Information, Communication, and Knowledge for Asia and the Pacific. Manila.

**Box 4: Promoting Information Sharing for Cleaner Air:
Clean Air Initiative for Asian Cities**

Multi-Organizational Partnership	**Information Sharing Through the Internet**	**Information Exchange Through Listserv**
The Asian Development Bank (ADB), jointly with the World Bank, founded Clean Air Initiative for Asian Cities (CAI-Asia) in 2001, a multi-organizational partnership to promote innovative ways to improve the air quality of Asian cities by sharing experiences and building partnerships. CAI-Asia is a joint initiative of governments, NGOs, academic institutions, development agencies, and the private sector.	The CAI-Asia Web site (www.cleanairnet.org/caiasia) serves as a cost-effective way of sharing information on air quality improvements. The Web site is the most comprehensive portal on air quality management in Asia, integrating contents from ADB's vehicle emission reduction site (www.adb.org/vehicle-emissions).	The CAI-Asia Listserv (i.e., E-mail discussion group) best exemplifies this growing online community for information exchange. The group has more than 700 subscribers of researchers, specialists, and policymakers, all sharing local news, air quality data, transport issues, conference announcements, and educated opinions about new technologies.

C.   Challenges and Opportunities

23.   In recent years, ADB has improved how it processes and disseminates knowledge. During formulation of the Information System and Technology Strategy Phase II (ISTS-II) [13] and the KM framework presented in this paper, specific issues affecting ADB's ability to deliver on its long- and medium-term strategic objectives were identified, including the following:

 (i)   **Teamwork and collaboration.** Teamwork-enabling processes and support systems are lacking. Execution of virtual teamwork, workflow, and sharing of information, data, and knowledge is difficult.

 (ii)   **Business processes.** Ownership of key business processes is fragmented across departments, and considerable time and energy is spent by staff in looking for the latest "rules" that must be complied with.

 (iii)   **Corporate culture and shared values.** ADB is a conservative and often consensus-driven organization. An adverse feature of this corporate culture is that it dampens innovation, generates resistance to change, and discourages knowledge sharing and debate.

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[13] The ISTS-II formulation strategy working group comprised more than 55 staff representing all departments and offices within ADB. Information was gathered initially through questionnaires, then through a series of workshops that involved structured brainstorming and team exercises. Findings were validated through discussions with senior staff and members of the IT Committee and then fed into preparation of the KM framework and augmented through knowledge management workshops and focal point discussions.

(iv) **Information technology (IT) issues**. In addition to "people and process" issues, a number of IT-specific issues were also identified with respect to the constraints imposed by the current IT environment, including lack of systematic ADB-wide management of internal and external data, connectivity issues, lack of analytical and reporting tools, and lack of systems integration (which means that data and information are often spread over several systems in different formats).

24. While reconfirming the need for a formal approach to more effective knowledge management in ADB, the problem analysis identified the following challenges and opportunities to propel ADB's knowledge agenda:

(i) **Contribution to knowledge must be adequately valued to create incentives for knowledge sharing.** Staff feedback confirms that few incentives exist to proactively share knowledge through teams, committees, and networks, or to disseminate and share the benefits of participating in learning events. To create adequate staff incentives, management systems at all levels (staff, division, department or office) must value and recognize the importance of knowledge activities.

(ii) **ADB-wide knowledge initiatives must focus on results.** Expected results of knowledge initiatives must be specified and monitored regularly to allow continuous improvements in their delivery. To ensure that intended results of knowledge initiatives are in line with ADB-wide strategic objectives, monitoring and evaluation of knowledge initiatives should be an integral part of the ADB-wide managing for development results (MfDR) system.

(iii) **Quality of KPS activities must be improved.** A special evaluation study on ADB's economic and sector work (ESW) noted that, to enhance it, its design, implementation, and dissemination must improve.[14] The study urged ADB to (a) introduce internal processes to enhance the overall quality of ESWs, (b) develop a dissemination strategy to use the vast amount of knowledge generated through ESWs, and (c) mainstream ESWs within ADB by changing the focus from inputs to results. While specific to ESW, the observation is also applicable to all KPS. These three recommendations need to be addressed as part of a quality assurance methodology for ADB's KPS.

(iv) **Knowledge outputs must be better captured and disseminated to achieve their intended development impact**. In contrast to the financial and human resources spent on generating knowledge, ADB's efforts to capture and disseminate knowledge—internally and externally—remain inadequate. For example, knowledge gained from ADTA operations is often not compiled in a publicly accessible form, and knowledge dissemination is normally limited to targeted clients. ADB must reinforce the capture and dissemination of knowledge by adopting a more systematic approach to leveraging the benefits of disseminating KPS outputs, consolidating the ADB publications program, improving ADB's Web sites, and planning dissemination events more strategically.

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[14] ADB. 2001. Special Evaluation Study on Selected Economic and Sector Work. Manila.

(v) **Planning, monitoring, and evaluation of an ADB-wide KPS work plan must be institutionalized.** This will (a) sharpen strategic focus, (b) ensure effective allocation of funds, (c) avoid overlap or duplication, (d) meet the demands of ADB's internal and external clients, (e) provide an effective tool for assessing the planned KPS operations of ADB and ADBI against ADB's overall strategic agenda, and (f) ensure acquisition of adequate and consistent institutional knowledge on key sectors and thematic priorities.

(vi) **Knowledge processing must be harmonized.** A large number of offices are involved in processing knowledge at ADB. For knowledge storage and retrieval alone, units involved include Central Operations Services Office (COSO), Office of External Relations (OER), Office of Information Systems and Technology (OIST), Office of the Secretary (OSEC), and library and records under the Office of Administrative Services (OAS). Individual operations departments (including resident missions and representative offices) are developing their own IT solutions for knowledge sharing. As a result, information is stored at various repositories without synchronization, which makes access to repositories and retrieval of knowledge burdensome. To improve operational efficiency, ADB must urgently adopt a more coherent and streamlined system of processing knowledge.

(vii) **ADB should adopt a more effective system to improve information storage and retrieval.** This is essential considering the increasing knowledge outputs created through ADB operations, and the growing demand for knowledge as operational inputs and as a product in its own right. ADB supports the implementation of almost 500 loans and 1,100 TA projects in over 37 DMCs, each with their own inherent knowledge. These are often not adequately documented or stored systematically. Some knowledge outputs are voluminous which makes it difficult to extract key knowledge for dissemination and use. ADB should adopt available IT solutions to remove obstacles to efficient information storage and retrieval. Establishing and managing an efficient taxonomy and classification system for all knowledge-related products is

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Box 5: Staff Expectations

Findings from workshops and brainstorming sessions with staff indicate that they need information technology systems and knowledge products that support the following:

- **One common authoritative source for data and information.** Key documents such as reports and recommendations of the President should be electronically stored in only one location. Staff want to know where to look for a particular knowledge product and to be able to trust that it is the current version.
- **Ease of use.** Staff want knowledge to be well organized, to some extent summarized, easy to locate and easy to retrieve.
- **Access.** Staff want access to information from the field, resident missions, representative offices, home, and preferably 24 hours a day, 7 days a week.
- **Processing.** Staff wants to be able to format information and manipulate it to serve their needs, whether in a report or as input for analytical work.

essential for ensuring consistent storage and easy retrieval of information. Staff feedback from various workshops and brainstorming sessions is summarized in Box 5.

D. Lessons From Experience Elsewhere

25.   Important lessons are available from the experience of other organizations that have invested in improving knowledge processes.[15] Key lessons that are relevant to ADB are summarized below:

(i)   Establish a clear vision and a mission to drive the process.
(ii)   Demand leadership and commitment of top management to create an enabling culture for knowledge sharing and learning.
(iii)   Create incentives to encourage staff support and commitment to knowledge sharing.
(iv)   Measure and monitor the impact of knowledge creation and sharing on an organization to enable continuous improvements.
(v)   Encourage teamwork to improve knowledge sharing.
(vi)   Introduce technology to maximize benefits and remove barriers to sharing.
(vii)   Start small and demonstrate success in a limited number of initiatives before expanding.
(viii) Promote networks of professionals with common interests or communities of practice to bring people together, build trust, and facilitate information sharing. Properly provide resource, support, and empower such networks to ensure their effective functioning. Do not attempt to "bureaucratize" networks as their flexibility, independence, and enthusiasm of membership allow them to thrive.

26.   The recent evaluation of the knowledge initiative of the World Bank, launched in 1996, confirmed that it has improved access to its knowledge and expertise by staff, clients, and partners.[16] However, the evaluation highlighted that, to improve implementation, (i) links between the new knowledge-sharing activities and operations need to be strengthened; (ii) management must exercise strategic direction and oversight over knowledge processes; (iii) outcome objectives and supporting performance indicators for knowledge programs and activities should be defined, and procedures to monitor and evaluate World Bank's knowledge-sharing programs and activities established; and (iv) quality control on "knowledge in the public domain" and the process of maintaining knowledge is critical.

27.   A more detailed analysis of the knowledge management experience of other international agencies is in Appendix 1.

IV.   KNOWLEDGE MANAGEMENT AT THE ASIAN DEVELOPMENT BANK: THE FRAMEWORK

28.   The experience of ADB and other organizations points to the need for a well-defined approach to or a framework for pursuing a knowledge agenda. The framework proposed here is designed to guide ADB in establishing itself as a knowledge organization as envisaged in the

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[15] Based on agency submissions to the Knowledge Management Workshop, Ottawa. May 2003.

[16] World Bank. 2003. Sharing Knowledge: Innovations and Remaining Challenges, An OED Evaluation. Washington DC.

LTSF. The framework consists of a goal and purposes (or intended outcomes), guiding principles, and proposed action plans and monitoring mechanism.

A.   Goal and Objectives

29.   As envisaged in the LTSF, enhanced knowledge management (Box 6) is an important means for ADB to achieve its vision of Asia and the Pacific without poverty. Therefore, the ultimate goal of the KM framework is to enhance DMC and ADB capacity to reduce poverty. The KM framework will pursue two mutually supportive outcomes: (i) increased assimilation of and dissemination by ADB of relevant and high-quality knowledge to DMCs and other stakeholders, and (ii) enhanced learning—knowledge capture and sharing— within ADB. In achieving these goals, ADB seeks to establish itself and be recognized as a knowledge institution.

Box 6: What is Knowledge Management?

Knowledge management is the way organizations create, capture, enhance, and reuse knowledge to achieve organizational objectives. The word "management" is a misnomer, as knowledge cannot be managed. What needs to be managed are the processes by which knowledge is created, acquired, stored, accessed, validated, disseminated, and applied.

B.   Guiding Principles

30.   The KM framework is based on the following guiding principles:

(i)   **Fostering a knowledge-supportive environment.** A corporate culture that values learning and knowledge sharing is essential for ADB. The KM framework aims to establish an enabling culture for effective knowledge management to promote staff contribution to knowledge activities, encouraging every staff member to be a "knowledge worker."[17]

(ii)   **Ensuring results orientation and continued improvements.** Measuring and monitoring intended results of knowledge initiatives is important to ensure continuous improvements in managing ADB's knowledge agenda. The KM framework is designed to sharpen the results focus in undertaking knowledge management initiatives.

(iii)   **Enhancing operational relevance.** To ensure that knowledge management initiatives will improve operational effectiveness, the KM framework will prioritize actions that have strong operational relevance. Operational strategies will drive ADB's approaches to knowledge management, and will guide the business processes and planning of administrative and IT support.

C.   Expected Outputs and Action Plans

31.   The action plans are designed to achieve five distinct but complementary outcomes. Activities under these action plans are aimed at building up ADB's capacity to propel the knowledge management agenda in the next few years. Action plans will be periodically reviewed and revised as necessary. Additional activities not specified in the KM framework may

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[17] 1993. Drucker, Peter. *The Post-Capitalist Society*. New York. Harper Business.

evolve over time. Specific indicators and targets for monitoring each action are shown in the monitoring framework in Appendix 2. The timeframe and organizational responsibilities are in Appendix 3. The work program of the proposed KM center (para. 55) for 2004 is in Appendix 4.

32.   It is essential that the KM framework not be viewed and implemented in isolation from other concurrent initiatives in ADB.[18] In fact, the KM framework's successful implementation will depend on the progress made on these initiatives. The proposed KM center in coordination with the departments concerned will be responsible for harmonizing these activities.

1.   Improved Organizational Culture for Knowledge Sharing

33.   **Integrate contribution to knowledge creation, sharing, storage, and dissemination in performance evaluation and review of staff at all levels.** The new Human Resources Strategy will encourage competencies and behaviors valued by ADB, and an organizational culture of knowledge sharing. Knowledge management activities will be incorporated in work plans and business processes modified to encourage knowledge sharing. The KM center will work with Human Resources Division (BPHR) in identifying how staff can be encouraged to contribute to ADB-wide knowledge-related activities as part of their core responsibilities. The ISTS-II has also allocated resources to implement IT applications to support these initiatives.

34.   **Enable ADB staff to fully participate in implementing the KM framework.** ADB will (i) disseminate the KM framework widely within ADB through briefings and mentoring, (ii) hold training seminars for staff at all levels and management in the headquarters and resident missions and representative offices to familiarize them with the changes being introduced as part of the KM framework implementation, and (iii) organize IT training to ensure the effective use of IT solutions for knowledge management.

2.   Improved Management System

35.   **Integrate knowledge-related inputs and results in the managing for development results (MfDR) framework.** Knowledge-related inputs and results and their indicators will be identified in the work plans of divisions, departments, and offices. These plans will be based on country and subregional strategies and programs, and interregional work plans. Achievements will be monitored and evaluated regularly as part of the MfDR framework, and reported in accomplishment reports.

36.   **Institutionalize planning and monitoring of ADB-wide KPS Work Program.** To ensure efficient use of financial and human resources to deliver KPS programs and their alignment with ADB's strategic agenda, individual KPS programs at country, subregional, and interregional levels will be consolidated into an ADB-wide 3-year KPS work program. It will provide a tool to assess ADB's investments in KPS against the requirements for analytical support in sector and thematic areas identified by ADB and in support of specific requests from DMCs. Program implementation will be monitored by the Management Committee, and achievements reported in operations review meetings. ADBI's work program will also be integrated into the 3-year KPS work program to improve the complementarity of ADBI and ADB work and programs.

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[18] Other ongoing ADB initiatives that have a bearing on KM include ISTS-II, formulation of follow-up actions to the review of the reorganization and New Business Process, the review of ADB's poverty reduction strategy, MfDR, the new Human Resources Strategy, and the new public communications policy.

37.   **Develop quality-at-entry criteria for KPS.** To ensure delivery of well-designed KPS, quality-at-entry evaluation criteria will be developed by RSDD. The criteria will assist staff in designing better KPS, and provide a useful tool for highlighting issues during the development of a KPS project prior its approval.

38.   **Disband the Knowledge Management Committee.** Its function as a decision-making body for interregional KPS programs and other knowledge-related initiatives will be handled by the Management Committee. The proposed KM center will support the Management Committee in relation to knowledge management-related initiatives.

39.   **Improve evaluation of KPS.** This will enable ADB to capture lessons learned and incorporate them into new and ongoing KPS operations to enhance their effectiveness. A more systematic approach to, and consistent methodology for, evaluating KPS will be developed by OED.

3.   Improved Business Processes and Information Technology Solutions for Knowledge Capture, Enrichment, Storage, and Retrieval[19]

40.   **Improve processes for capturing and enriching lessons learned and good practices from operational activities.** ADB will move toward systematic capture and enrichment of knowledge gained and generated by staff and ADB consultants. In the first phase of knowledge management implementation, ADB will improve capture and retrieval of ADTA reports by preparing summaries and publishing them on the intranet. (Box 7 is an example of the People's Republic of China Resident Mission's practice of producing knowledge summaries.) These will be more than just executive summaries of studies and assessments undertaken, and will deal with the underlying issues, options, and solutions developed; and could be considered for application in other situations. The summaries will be gradually expanded to include other knowledge products. The current business processes will be modified to mainstream the preparation of knowledge summaries. Staff directly involved with an activity are best placed to efficiently summarize and capture the essence of this activity.

41.   **Clarify organizational and individual responsibilities.** To promote proactive sharing of knowledge, each individual and organizational unit must have a clear understanding of responsibilities assigned for capturing and storing information. ADB's business processes will be modified to ensure a coherent process to capture and store information systemically and cost-effectively. To enhance efficiency in storing information, ADB will design and implement a common template that will enable automatic pullout of key information from a range of documents produced by staff and consultants.

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[19] ISTS-II, once approved, will fund and guide the implementation of IT-related actions under this output.

Box 7: People's Republic of China Resident Mission Uses Information Products to Promote Asian Development Bank's Profile

The ADB's People's Republic of China Resident Mission (PRCM) uses information products to promote ADB's profile through a regular update of sector write-ups and *Observations & Suggestions,* an occasional publication. A new report is being prepared summarizing policy suggestions from advisory technical assistance (ADTA) meant for key government decision makers. PRCM has prepared 11 sector write-ups covering major sectors of ADB's People's Republic of China (PRC) operations. These write-ups are posted on the PRCM Web site for public access and present the sector profile, key issues and constraints, ADB's operations in the PRC, and major recommendations. The write-ups are routinely given to journalists, academics, and other donors.

Observations & Suggestions contains short policy notes on selected topics to bring the results of some of ADB's knowledge-based products to the attention of senior PRC leaders. Some *Observations & Suggestions* have reached the highest levels of government.

Many ADTAs result in lengthy reports that are not read by senior officials. PRCM is drafting a report, ADB's Suggestions for Balanced and Sustainable Social and Economic Growth, which will include summaries of major policy recommendations developed under ADTAs. This report, which will be published in English and Chinese after internal and external consultations, is designed to disseminate policy-related recommendations to senior PRC officials.

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42. **Design a corporate taxonomy.** Development and implementation of a common ADB-wide taxonomy is a prerequisite for systematically capturing and classifying operationally relevant information. This will align ADB's taxonomy with the practice of other development partners, to ensure easier access to information by DMCs and other stakeholders. (Box 8 describes the benefits of taxonomy.)

Box 8: Taxonomy

Taxonomy is a systematic classification of information. A document could be classified in multiple categories or taxonomies. A technical assistance (TA) document about an energy plant in Viet Nam, for example, could be classified by geographic location (Viet Nam), subject (energy sector), or document type (TA). Classification can also be made according to the nature of information available in a document. A document containing certain distinct information can also be categorized, for example, by its specific data such as statistical data, spatial data, type of lessons learned, consultants involved, etc. A classification system can also link information to the institutional disclosure policy and usage rights policy. Therefore, information can be classified as to who can see or use it, and any limitations on use of the information.

The key benefit of taxonomy is that it enables staff to find information quicker. When information is well organized and its consistency ensured across the organization, staff can reduce their search-and-browse efforts, enrich their research experience, and leverage their expertise.

43.   **Implement information technology solutions for effective knowledge storage and retrieval.** ADB will introduce a content management system, which will electronically manage document storage. The system will be complemented by adoption of IT solutions to help harmonize information retrieval processes. The repositories in use by the Information and Services Unit will be taken into consideration.

44.   **Develop and manage an enterprise portal.** To improve timely and structured access to accurate ADB operational and administrative data, ADB has established an enterprise portal (centralized information gateway). The portal will enable search for all documents in a database residing anywhere on the Internet or intranet (Web or Lotus Notes). (Box 9 describes the Pacific Department's (PARD) portal and KMApp initiatives).

Box 9: Pacific Department's Portal and Knowledge Management Application

The Pacific Department (PARD) covers 14 isolated island countries disbursed over a large geographic area and is supported by 5 resident missions. Easy access to project- and program-related files, policy papers, guidelines, handbooks, manuals and templates is essential particularly in those Pacific Island countries with no ADB resident missions. Carrying all those documents one might need while on mission for 3-4 weeks and to 2-3 countries is cumbersome, and often the information required is not at hand. To increase PARD's efficiency, an IT solution was needed to provide access to files and other information while away from the office. In other words, a "virtual office" was necessary. It was launched in April and comprises the portal and the knowledge management applications (KMApps). The departmental portal, tailor-made to suit the needs of PARD staff, provides links to ADB guidelines, policies, handbooks, internal data basis. The KMApps contain, among others, a library module that gives electronic access to project files, other project- and program-related information and correspondence; and a module on lessons learned that assists staff to enhance their advice while in country.

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45.   **Expand and implement knowledge management applications (KMApps).** The 11 modules for the KMApps contain data and information of six sector and thematic committees.[20] The KMApps will be extended to additional sector and thematic committees and networks as well as other departments. The KMApps will support the construction of virtual workplaces that can be accessed by all staff anytime, anywhere. These workplaces will be open to ADBI and resident missions and representative offices.

46.   **Develop a skills and knowledge database of staff and enhance consultant profiles.** ADB staff often have wider skills than they employ in their current assignments. To improve skills use, ADB will compile, store, and update information on the skills of ADB staff, as well as enhance individual consultants and firms, in a form readily accessible to potential users. This database will be supported by a Web-based application that will have search capability. ADB staff and communities of practice will then be able to access staff who can contribute to a particular task. The skills inventory will also be part of the new Human Resources Strategy.

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[20] The sector and thematic committees covered by the KMApps include water, urban development, governance and capacity building, regional cooperation, private sector development, and nongovernment organizations.

4. Well-Functioning "Communities of Practice"

47. **Refine the structure and clarify roles and responsibilities of sector and thematic committees and networks.** ADB will introduce revised guidelines for the sector and thematic committees and networks to strengthen their roles in knowledge sharing internally and externally. The last 2 years' operational experience showed that greater financial support is needed, and the roles and responsibilities of the committees and networks should be clarified to strengthen the link between their activities and the operational work of ADB.

48. **Prepare annual reports on sector and thematic areas.** Sector and thematic committees will prepare annual reports. These will highlight the progress made in achieving the strategic objectives in a committee's area of focus and the outlook for the medium term.

5. Expanded Knowledge Sharing, Learning, and Dissemination through External Relations and Networking

49. **Promote strategic knowledge sharing and learning through external networks and partnerships.** External networks and partnerships provide effective vehicles for ADB to capture new ideas, share and enrich its knowledge on development, and disseminate knowledge generated (para 21). To forge strategic partnerships with like-minded organizations and networks (including academic and research institutions), including those in DMCs, ADB will evaluate the list of external networks and partnerships based on their value added. The list will then be prioritized, and expanded or curtailed as warranted, and stored in a database.

50. **Implement the new public communications policy.** ADB's draft public communications policy aims at promoting public understanding of ADB's work through enhanced information access, dissemination, and feedback mechanisms. The progress in preparing the policy can be monitored on ADB's Web site.[21] Actions envisaged under the policy are expected to strengthen ADB's capabilities to process information within ADB and disseminate it to an external audience. This will directly contribute to achievement of outcomes of the KM framework.

51. **Establish the Center for Learning, Information, Communication, and Knowledge (CLICK) at ADB.** Based on the business plan being developed through technical assistance, and on a future, more detailed feasibility study, ADB plans to establish CLICK, to be headquartered at ADB, with hubs at resident missions.

D. Monitoring and Reporting Framework

52. Achievement of the intended outcomes of the KM framework will be monitored as part of the ADB-wide MfDR system. The proposed KM center within RSDD (para. 55) will be the focal point for this on a day-to-day basis, including overall monitoring and reporting of the progress of each output and accompanying actions, and feeding of information to the MfDR system. The KM center will prepare a quarterly progress report to review the progress, follow up with responsible units to ensure timely implementation of actions, and modify approaches if necessary. The monitoring framework in Appendix 2 shows the approach to monitoring and

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[21] Available in http://www.adb.org/Disclosure/default.asp

evaluation and includes client and staff surveys. Another measure will be ADB's ranking in Most Admired Knowledge Enterprises (MAKE).[22]

V. BENEFITS, ORGANIZATIONAL AND RESOURCE IMPLICATIONS

A. Benefits

53. The benefits of implementing the KM framework presented in this paper will be the overall improvement of processes and mechanisms for capturing and storing information, leading to operational efficiencies in finding relevant information when needed. The KM framework will enrich knowledge of ADB staff by giving them faster access to crosscutting knowledge, either tacit or explicit, leading to improved project quality. ADB will be able to enhance teamwork and team effectiveness through the virtual office concept (Box 9). DMCs and other development partners will have better access to ADB's knowledge reservoirs, which will ultimately aid DMCs in their development work.

B. Organizational Implications

54. Achieving knowledge management objectives is integral to ADB's efforts to reach its overarching goal of poverty reduction. Knowledge management is an ADB-wide initiative that requires strong leadership and commitment at every level, effective incentive mechanisms, ownership by all departments, offices, units, and active participation by all staff. While knowledge generation and dissemination are not new in ADB, the aim is to make them more efficient and focused through better systems and processes. This requires not only a change in how we do business but also in how ADB does knowledge is perceived and supported. Implementing knowledge management requires a change in behavior and mindset.

55. A well-coordinated approach with clear accountability for overall implementation is a key to success. To facilitate this, in 2004 ADB will establish a KM center, reporting to the director general of RSDD, which 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. Detailed terms of reference of the KM center are in Appendix 5.

56. To ensure well-coordinated execution of the action plans, the KM center will form and manage three working groups: (i) information services (knowledge management coordinators, representatives from OER, OIST, and RSDD); (ii) communication and change management (BPHR, OIST, OER, and RSDD); and (iii) information storage and retrieval (COSO, OIST, OAS-Information Resources and Services Unit,[23] OSEC, and RSDD). The information services working group will help operations departments identify the need to refine business processes for improved knowledge capture and enrichment. One of the responsibilities of the working group is to maintain the ADB portal page.[24] The nominated ADB portal committee will drive

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[22] MAKE is an annually administered enterprise knowledge audit on members of the KNOW Network, a Web-based professional knowledge-sharing network that aims to help organizations identify, adopt, manage, and improve specific knowledge best practices.

[23] Former Library, Archives and Records Section.

[24] In this capacity the information services group is referred to as the Portal Committee, which will review request for new intranet environments, review and approve intranet policies and guidelines.

intranet harmonization, develop and maintain the ADB portal page. The communication and change management working group will work with the KM center to prepare the knowledge management components of the Human Resources Strategy. The information storage and retrieval working group will support the KM center in adopting the content management application, taxonomy, and other knowledge management-related IT solutions.

57.   Each department, office, and unit will assign a knowledge management coordinator, who will help mainstream knowledge management. Each department will decide how much staff time will be devoted to knowledge management-related activities. The KM center will prepare a report on the progress made. The terms of reference of the coordinators are in Appendix 6.

C.   Staffing and Financial Implications

58.   Experience of other organizations (such as the World Bank) shows that knowledge management is resource intensive, and its beneficial impact on productivity takes time to start. Staff at all levels will need to progressively invest time in training and to acquire the skills to operate new systems for processing knowledge. ADB-wide support has to be provided in setting up new systems, modifying business practices, and managing change. While the gradual approach used in the design of the KM framework maximizes efficiency of resources employed, there are still budgetary and resource implications. These are discussed below.

59.   **Office of Information Systems and Technology**. The technology, network, and hardware support for the KM framework will be provided by OIST under its ISTS-II program. An IT specialist from OIST and funded under the ISTS-II will work with the proposed KM center on the various knowledge management initiatives. The KM center will provide guidance and directions to OIST and the sponsoring departments on the minimal functional requirements of the identified knowledge management projects under ISTS-II and KM framework. To ensure optimal coordination in the implementation of the KM framework and the ISTS-II programs, a staff from the KM center will be assigned to work with the Program Management Office of OIST.

60.   **Office of External Relations.** The KM framework has strong links to the public communications policy. The resources required by OER to implement its responsibilities under the KM framework need to be factored into the OER role under the policy.

61.   **Regional and Sustainable Development Department.** RSDD will have a major role in implementing knowledge management. The main budgetary impact will be the establishment of the KM center staffed with a knowledge management specialist, a national officer, and support staff. One of the new professional staff positions in the 2004 budget has been allocated for a knowledge management specialist. Temporary provisions will be made for the national officer and support staff position in 2004, and budgetary provision sought in the 2005 budget.

62.   It is estimated that the KM center will require an annual budget for travel and staff consulting support of $200,000.

63.   The sector and thematic committees have a major role to play in strengthening the horizontal integration of operations and knowledge departments, offices and units. Their budget will be reviewed annually to support their work plans.[25]

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[25] The annual budget of $114,000 for networks and committees is planned to be increased to $150,000 in 2005.

64.   **Other departments.** The main impact on the other departments will be the demand on the time of knowledge management coordinators and the incremental workload on staff and consultants working on KPS, with the main additional demand in the area of knowledge capture. Given the incremental nature of the demand placed on individuals, assessing the cumulative impact of this work is practical. ADB-wide impact of the work of knowledge management coordinators would be equal to 2.5 staff-years.

65.   Based on the annual number of ADTAs and other KPS, the ADB-wide impact of the KM framework work program is estimated to result in a marginal increase of 1,500 additional consultant-days under TAs, and an additional 60 staff-consultant-days per year.[26]

66.   The budget and implementation plan will be reviewed annually, as the framework is a dynamic one, within its overall goals.

VI.   CONCLUSION

67.   An effective knowledge management is a major objective of ADB's LTSF and an essential component of ADB's strategy to enhance its DMCs' capacity to reduce poverty. The proposed KM framework is a practical, pragmatic, and efficient tool for achieving this objective. The projected staff and budgetary implications are considered to be reasonable.

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[26] In 2004, this would add about $1.3 million to the total cost of bank-wide TAs and $60,000 to the bank-wide staff consultant budget.

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	Word 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.

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)
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.

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)
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			
• Enhance the capacity of ADB and its DMCs to reduce poverty.	• Indicators to be identified by the MfDR.	• MfDR	
Purposes and Outcomes			
• 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.	• Improved MAKE ranking; top 10 by 2009. • Improved ratings of KPS at entry, completion and postcompletion evaluation. • Increased accessibility to information.	• 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.	• 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.	• Contribution to knowledge activities evaluated as part of PER exercise by 2005.	• KM progress reports by KM center.	• The new HR Strategy incorporates knowledge management initiatives.
1.2 Change management program to enhance importance of knowledge sharing.	• Awareness and recognition by staff.	• KM progress reports by KM center • Staff survey.	• 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.	• Participation of staff and management. • Number of staff and management participation increasing.	• KM progress report.	• KM framework and ISTS-II approved.
1.4 Organize IT training to ensure effective use of IT solutions for knowledge management.	• Participation of staff and management. • Empowerment of end-users.	• KM progress report.	• 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	• Based on country, subregional, and interregional strategies and programs, knowledge-related	• MfDR. • Progress report by	• Adequate human resources available.

Design Summary	Indicators/Targets	Monitoring Mechanism	Risks and Assumptions
departments, offices, and divisions; and their achievements monitored and reported regularly.	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.	KM center • Departmental and divisional accomplishment reports. • MC and ORMs.	• 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.	• Staff instructions issued by December 2004.	• KM framework progress report. • MC and ORM.	
2.3 Effective system for quality-at-entry criteria for KPS developed.	• Staff instructions issued by December 2005.	• KM framework progress report. • MC and ORMs.	
2.4 Improved postevaluation system of KPS in place.	• Increased number of post-evaluations of KPS with 2003 as the baseline.	• 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.	• Operational areas and stages where preparation of "knowledge summaries" is considered most valuable by end-2004. • Adequate mechanisms for implementation developed by December 2005.	• KM framework progress report.	• Template is available.
3.2 Organizational and individual responsibilities for storing and codifying knowledge clarified (formal and by-products).	• 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.	• KM framework progress report.	• Knowledge management coordinator assigned in all departments, offices, RMs and ROs.
3.3 Corporate taxonomy developed and managed.	• Corporate taxonomy approved and implemented by November 2004.	• KM framework progress report.	
3.4 IT solutions implemented to support effective knowledge storage and retrieval.	• 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.	• ISTS-II monitoring framework. • KM framework progress report.	• Funds approved (currently in ISTS-II).
3.5 Enterprise portal developed and managed.	• First phase (ADB-wide home page) operational by April 2004. • Second phase (departmental	• KM framework progress report. • ISTS-II monitoring	

Design Summary	Indicators/Targets	Monitoring Mechanism	Risks and Assumptions
	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.	
3.6 KMApps developed and operational.	• KMApps for six committees operational by June 2004. • KMApps for all committees operational by June 2005. • KMApps for operational departments by 2005.	• KM framework progress report.	• Resources available. • Usage will be enforced.
3.7 Skill and knowledge database of staff and consultant profiles established.	• 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.	• KM framework progress report (on number of profiles as well as number of hits).	• 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.	• Revised guidelines on committees and networks issued by June 2004.	• KM framework progress report.	• Adequate human and financial resources available to make "communities" operational.
4.2 Annual work plans and accomplishment reports prepared by committees.	• 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.	• Assessments by sector and thematic panels.	• Same as above. • Network and committee paper approved.
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.	• 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	• KM framework progress report.	• 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. • Improved institutional mechanism for managing the harmonization agenda.
5.2 New PCP implemented.	• PCP effective by January 2005.	• Review by OER. • Comprehensive review by OER in 2010.	• PCP approved and funded.
5.3 CLICK established and operational.	• Business plan finalized by May 2004. • CLICK facility established by October 2004, and staffed by March 2005. • Two remote CLICK spaces created by 2006.	• CLICK TA progress report. • KM framework progress report.	• Sufficient interest from DMCs. • Financial sustainability.

Inputs

• Hardware, software, programming time, membership fees, subscriptions, etc.			
• Staff	• KM center: one professional staff member, one national officer, and one project assistant. • Knowledge management coordinators (devoting staff time as determined by department).	• KM framework progress report.	• Competent staff available.
• 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.			• 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 OIST
	• Adopt a search tool.	• Mid-2005	
	• First-phase intranet and Internet harmonization.	• Mid-2005	KM center OIST, OER
	• Full harmonization of intranet and Internet.	• 2007	

	Output/Action	Target Date	Responsibility
Action 3.5	Enterprise portal developed and managed.		
	• Introduce ADB-wide home page.	• April 2004	KM center, OIST
	• Introduce department portal page.	• September 2004	
	• Introduce personal home page.	• March 2006	
	• Compile a list of commercially available external databases for ADB access.	• December 2004	KM center
	• Establish a priority list of external databases for access.	• June 2005	KM center/ working groups
Action 3.6	KMApps developed and operational.	• June 2004 for first six committees	KM center, OIST Sector and thematic committees RDs, RM/ROs, and ADBI
		• June 2005 for remaining committees	
		• 2005 for operations departments	
Action 3.7	Skill and knowledge database of staff and consultant profiles established.		
	• The database is operational.	• December 2004	KM center, BPHR, COSO OIST, and RDs
	• 200 staff-skill profiles included in the database.	• December 2004	
	• 400 staff-skill profiles included in the database.	• December 2005	
	• All staff-skill profiles included in the database.	• June 2006	
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.	• June 2004	RSDD
Action 4.2	Annual work plans and accomplishment reports prepared by committees.	• Committee work plans by June 2004	Sector and thematic committees
		• September 2004 for consolidated annual work plans	
		• January 2005 for accomplishment report	
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.		
	• Catalogue a list of external networks and partnerships.	• June 2004	KM center and sector and thematic committees SPD
	• Develop and implement criteria to assess networks.	• December 2004	
	• Central database is operational.	• December 2004	
Action 5.2	New PCP implemented.	• January 2005	OER
Action 5.3	CLICK established and operational.	• October 2004	KM center and RSFI
Action 5.4	Capture and earmark costs for dissemination of KPS.	• August 2005	KM center
	• Finalize business plan.	• May 2004	
	• Establish CLICK facility.	• October 2004	
	• Staff and implement CLICK.	• March 2005	
	• Create at least two remote CLICK spaces	• 2006	

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	
Liaise with BPHR regarding incentives and rewards	April onward
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.