Strengthening Communities of Practice in ADB
RSDD-KM Internship Assignment Report, April 2009

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Note: This paper was prepared under the supervision of Olivier Serrat, Principal Knowledge Management Specialist, RSDD-KM. Contributions to the "open field" elements of the Survey of the Communities of Practice Hosted by ADB were not edited.
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A. Introduction

Non-financial aid, such as knowledge and policy advice, has always been an essential component of development work in the Asian Development Bank (ADB). But Strategy 2020, ADB’s long-term strategic framework for 2008–2020, sees that ADB must play a bigger part in putting the potential of knowledge solutions to work in Asia and the Pacific. It emphasizes that knowledge is a powerful catalyst for propelling development forward. It stipulates that ADB’s knowledge service should address its clients’ immediate knowledge needs, while determining and passing on best practices. Further, ADB’s knowledge should be continuously enriched through (i) internal learning from operational experience and communities of practice; and (ii) external learning from long-term strategic partnerships with other international finance institutions and world-class research institutions, including ADB’s own regional knowledge hubs. In 2008, in support of Strategy 2020, the Knowledge Management Center in ADB’s Regional and Sustainable Development Department (RSDD-KM) led a review of knowledge management at ADB that recommended several actions for later refinement.

The communities of practice (CoPs)1 hosted by ADB were recognized as a powerful organizational instrument that can help ADB accomplish Strategy 2020. ADB has a tradition of supporting CoP activities. However, the current performance of CoPs varies greatly, whilst even high performers can achieve better. Building on previous research2, the paper assesses the current status of CoPs in ADB and recommends ways to enhance performance.

The paper is structured as follows: first of all, the classic model of CoPs is introduced and the need to examine the performance of the CoPs in ADB is argued. Second, the methodology used for the study is specified step by step. Third, a comprehensive analytical framework is presented to set out the logic flow of the paper. Fourth, two important dimensions of CoP effectiveness are tackled through inferential statistical analysis. Fifth, a third dimension of CoP effectiveness is explored qualitatively. In closing, opportunities and challenges with regard to strengthening CoP performance in ADB are synthesized.

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2 ADB’s KM implementation (May 2008), the KM Action Plan (July 2008), and ADB’s Knowledge Sharing and Learning (August, 2008).
B. Background to CoPs

1. The Classic CoP Model

A CoP is, essentially, a social approach to learning. Etienne Wenger et al. (1998) elaborated on CoP-enabled learning by examining four related aspects. Figure 1 shows that human beings are fundamentally social and that is why they choose to live in communities. A community is a virtual or physical space in which members engage in joint activities, build relationships, and share. In a community, members develop a body of knowledge, experiences, stories, methods, and tools that sustain interaction. In communities of practice, shared competence in a specific domain of interest distinguishes the community from the world outside. This shared domain gives the community a unique identity that tends to affect the evolution of the community. Wenger's classic model set the stage for the study.

![Figure 1. Four Components of a Community of Practice (adapted from Wenger, 1998).](image)

2. Three Types of Needs Driving Demand for CoPs

CoPs hinge the processes that characterize collective learning in a shared domain of human endeavor. They enable like-minded people, who regularly interact with each other through a number of overlapping functions, to generate and share knowledge. In ADB, CoP activities include but are not limited to conducting seminars or "brown bag" events, sponsoring training, conferences, supporting staff participation in external professional development, mentoring
new or junior staff, providing guidance on reports and publications, and extending informal peer reviews.

Demand for CoPs is driven by (i) socio-psychological needs, (ii) professional-structural needs, and (iii) institutional-operational needs. In relation to socio-psychological needs, CoPs are peer-to-peer collaborative networks that enlarge opportunities for people to interact. The informal relationships established through CoPs display more flexibility, dynamism, and freedom than formal work relations, which gives socio-psychological meaning to the existence and development of CoPs. CoPs also maintain a focus on organizational practices, such as creating knowledge sharing opportunities for work-related practices, which meets professional-structural needs at work. Last but not least, the existence of CoPs fulfils certain institutional-operational purposes, e.g., showcasing good practice to stakeholders.

3. A Much-Needed Investigation of the CoPs in ADB

In ADB, the concept of CoPs was established in 2002. The current form of CoPs was established in 2005. Today, CoPs co-exist in the form of committees and informal networks across more than 20 sectors and themes. Until the study, no official investigation had been carried out to assess their performance, let alone identify challenges and opportunities ahead.

C. Investigating CoPs: Research Design, Methodology, and Analytical Framework

1. Research Design

To carry out the investigation, a decision was made to conduct a CoP strategy workshop that would bring the core members of CoPs together. The workshop provided the opportunity to pilot-test a survey covering all staff. The survey aimed to elicit perceptions from a bank-wide opinion pool. The survey instrument was a web-based questionnaire. The overall sampling strategy was multistage sampling, a method combining different sampling strategies.

2. Methodology

Data collection was conducted from 19 February to 17 March 2009. In the first phase, 34 core members of CoPs were invited to the strategy workshop. Qualitative data were collected on the spot through participation in group exercises (discussing, brainstorming, and note-taking) and observation of interactions (video-taping, photo-taking, and listening). Feedback was gathered by means of five information coordinators from ADB’s Information and Resources Services Unit, who supplied their reflective notes; and 11 workshop participants who

pilot-tested the questionnaire and made oral or written suggestions for modifying elements of the questionnaire.

In the second phase, a web-based questionnaire surveying the Communities of Practice Hosted by ADB was launched on ADB Today (a daily newsletter sent to the electronic mail boxes of all staff members) on 5 March 2009. Reminders inviting department heads to encourage their staff to respond were sent the following week while the survey was still running. The survey was advertised on ADB Today four more times to boost response and raise awareness of the investigation in progress.

The questionnaire was structured in three sections. The largest, Section I (questions number 1 to 23), focused on assessing the status of CoP activities. Section II sought to elicit recommendations for strengthening CoP effectiveness. Section III invited socio-demographic information to help understand the professional background of CoP members and the ways they engage in CoP activities.

**Data analysis** entailed thematic and statistical analysis. Thematic analysis was conducted in accordance with the six sequential steps proposed by Miles and Huberman. Attention was paid to commonalities in and differences among the data, and ad hoc themes that emerged from the strategy workshop. Extracted cores themes included (i) leadership, (ii) participation, and (iii) institutional support.

<table>
<thead>
<tr>
<th>Box 1: Summary of Methodology</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sample of investigation:</strong></td>
</tr>
<tr>
<td><strong>Purpose of investigation:</strong></td>
</tr>
</tbody>
</table>
| **Investigation method:**     | Participant observation (in CoP strategy workshop, 19 February 2009)  
Survey (by administering web-based questionnaire, 5-17 March 2009) |
| **Data collection:**          | Phase 1: CoP strategy workshop with 19 CoP leaders or active members.  
Phase 2: Launching of survey on ADB Today, with reminders |
| **Data analysis:**            | Thematic analysis of notes taken at the CoP strategy workshop;  
Descriptive/inferential statistical analysis of the survey based on 107 completed questionnaires |
| **Field of investigation:**   | CoPs (informal networks, committees, etc.) across more than 20 sectors and themes |

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5 Data collection was a team effort, with special thanks to Norman Lu, Obel Mercado, Kristine Busson from RSDD-KM and five knowledge coordinators from ADB’s Information Resources Unit, who took down notes and summarized into documents respectively.
Statistical analysis was applied to the responses to the survey. Closed formats and open-ended formats were adopted to capture the most relevant information. For example, questions number 1 to 20 adopted a five-point Likert scale. Respondents were asked to specify the extent of their agreement with statements. Five choices, namely, (i) strongly disagree, (ii) disagree, (iii) neutral, (iv) agree, or (v) strongly agree, were coded from 1 to 5. Questions number 20 to 25 were multiple-choice questions. The choices were designed to include major categories that were of direct relevance to CoP effectiveness according to literature. All in all, more than 180 copies of the questionnaire were completed, only 107 of them were in full. Excel and SPSS\(^6\) 17.0 were used to process the data.

3. **Analytical Framework**

Table 2 details the analytical framework of the paper. The socio-psychological dimension encompasses community building and identity, and is broken down into six particular aspects. The professional-structural dimension examines the practices and domains of CoPs, and is measured through five related aspects. The two dimensions were measured quantitatively.

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Focus</th>
<th>Measure</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Socio-psychological</td>
<td>Community</td>
<td>Awareness</td>
<td>Having common interests</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Having a sense of belonging</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Being willing to take part</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Experiencing a welcoming ambience</td>
</tr>
<tr>
<td></td>
<td>Relationships</td>
<td></td>
<td>Building relations and networking</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Exhibiting knowledge sharing behaviors</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Breaking down communication barriers</td>
</tr>
<tr>
<td>Professional-structural</td>
<td>Practice</td>
<td>Direction</td>
<td>Having a clear domain</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Methods</td>
<td>Leverage knowledge management tools</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Outputs</td>
<td>Generating tangible communal resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Facilities</td>
<td>Having a user-friendly communication platform</td>
</tr>
<tr>
<td></td>
<td>Domain</td>
<td>Competencies</td>
<td>Having competences in five knowledge management tools</td>
</tr>
<tr>
<td></td>
<td>Work relevance</td>
<td></td>
<td>Receiving help in three areas of work</td>
</tr>
<tr>
<td>Institutional-operational</td>
<td>Identify</td>
<td>Negotiation</td>
<td>Perceptions of leadership</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Perceptions of ease of entry and participation</td>
</tr>
<tr>
<td></td>
<td>Enabling environment</td>
<td>Support</td>
<td>Evidence of strategic thinking</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Indicators of resource allocation</td>
</tr>
</tbody>
</table>

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\(^6\) SPSS stands for Statistical Package for the Social Sciences: it is a popular statistical software.
The institutional-operational dimension explored the identity issue of a CoP as well as the environmental factors that would affect its effectiveness. The analytical framework aimed to reveal the relationships between the two dimensions and each component of Wenger's model. Altogether, these would help understand ways forward in terms of creating an enabling environment for and providing support to CoPs.

D. The Socio-Psychological and Professional-Structural Dimensions Towards CoP Effectiveness

1. Analytical Framework Breakdowns

According to Wenger, the "community" of a CoP is the virtual or physical space in which people share common interests, engage in joint activities and discussions, help each other, and share information. In measuring "community", two distinctive aspects are emphasized: (i) to what extent are the members aware of the existence of their circle and its socio-psychological implications; (ii) to what extent does the community allow its members to build relationships. In the questionnaire, questions number 1, 3, 6, and 10 measured "awareness" and questions number 4, 5, 7, and 9 gauged "relationships".

The "practice" of a CoP is the body of knowledge, methods, stories, cases, tools, documents, etc. that constitute the main activities of members. To measure "practice", one can investigate the objective of CoP activities (direction), the process by which members organize themselves (methods), the results they produce (outputs), and the vehicles they use to capture, store, and share information (facilities). Questions number 2, 8, 11, and 12 were formulated to measure these aspects.

The "domain" defines the area of shared inquiry. It gives meanings to a CoP since it enables shared competences to be accepted by CoP members. In so doing, it distinguishes the community from the outside world. Questions number 13, 14, and 15 measured the areas of shared inquiry in ADB. Questions number 16 to 20 explored the core organizational competencies that CoPs can contribute to.

2. Interpretation of Survey Results

2.1 A Snapshot from Descriptive Statistics

Table 3 gives a snapshot of perceptions of current CoP performance in ADB. To begin, each focal area is measured through corresponding components in accordance with Wenger's model. For instance, "community" is explained by "awareness" and "relations"; "practice" is broken down to the further measurement of "directions", "methods", "outputs", and "facilities".
The "scores" indicate the gap between current CoP performance in ADB and the ideal (desirable) outcomes that ADB should aim for. "Agreement" suggests the percentage of CoP participants who "agree" or "strongly agree" with a statement measuring CoP performance.

![Table 3. A Snapshot of Perceptions of CoP effectiveness in ADB](image)

In general, none of the focal areas measured up to the standard of complete agreement. Yet, "community" seemed to outperform "practice" and "domain" slightly. (67% of respondents agreed their CoPs carry special socio-psychological meaning to them, and allow them to build relationships with one another.) In contrast, when it comes to the measurement of "domain", more than half of CoP participants (56%) indicated that their CoPs are not relevant to their work lives, and that their professional competencies are not benefited from engaging in CoP activities or events. As to "practice", respondents tended to agree that their CoPs have a direction and are capable of building communal resources; nevertheless, most people did not agree that their CoPs are particularity good at leveraging knowledge management tools. They did not believe their CoPs had a user-friendly communication platform either.

### 2.2 Two Dimensions of CoPs

Factor analysis with direct Oblimin rotation\(^7\) was performed to find out the factor structure of CoP effectiveness. The results revealed two factors that have Eigen values above 1. Some survey items, e.g., questions number 1 and 18, were excluded from the analysis since they loaded more than one factor.

In this analysis, the Keiser Meyer Olkin Sampling Adequacy Test (KMO) was 0.927\(^8\), which indicates the sampling adequacy is very good. Furthermore, Bartlett's Test of Sphericity's

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\(^7\) The result of Oblimin rotation is not different from Varimax rotation, which assumes the two factors are not correlated.

\(^8\) As a rule of thumb, a KMO that is greater than 0.50 indicates that items are suitable for factor analysis.
Chi-Square is 1207.307, with \( p < .000 \).

Table 4 identifies 18 items that could potentially contribute to CoP effectiveness. These 18 items can be reduced to 2 factors that explain 68.861% of the total variance. The first factor explains 62.049%, while the second factor clarifies 6.812% of the total variance.

<table>
<thead>
<tr>
<th>Table 4. Results of the Factor Analysis (final statistics)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factor</td>
</tr>
<tr>
<td>--------</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
</tbody>
</table>

Table 5 indicates that the factor structure of CoP effectiveness in ADB’s context is consistent with Wenger’s model, which gives prominence to community, identity, practice, and domain.

<table>
<thead>
<tr>
<th>Table 5. Factor Structure of Dimensions for CoP Effectiveness</th>
</tr>
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<tbody>
<tr>
<td>Item</td>
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<td>------</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>8</td>
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<td>12</td>
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<td>3</td>
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<tr>
<td>6</td>
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<td>10</td>
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</tbody>
</table>
Reliability test
To calculate the internal consistency of the two dimensions accountable for CoP effectiveness in ADB, 18 items were analyzed. The Cronbach's Alpha for the total inventory was found to be 0.96.\(^9\)

<table>
<thead>
<tr>
<th>Factors Extracted</th>
<th>Cronbach’s Alpha *</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factor 1: Socio-psychological dimension</td>
<td>0.9374</td>
</tr>
<tr>
<td>Factor 2: Professional-structural dimension</td>
<td>0.9445</td>
</tr>
</tbody>
</table>

*Cronbach’s alpha presents the internal consistency of the within each factor.

Correlation between the two dimensions
As Table 7 shows, the two dimensions towards CoP effectiveness have a high level of association and they correlate with each other in a positive way. This indicates that both the dimensions, i.e., the professional-structural and socio-psychological dimensions, are indispensable and that they contribute together to CoP effectiveness. Moreover, as the professional-structural dimension improved, so will the socio-psychological dimension, and vice versa. In other words, the fulfillment of socio-psychological needs and work performance have mutually beneficial effects.

<table>
<thead>
<tr>
<th></th>
<th>F1</th>
<th>F2</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1 Professional-structural</td>
<td>1</td>
<td>.820(**)</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td>F2 Socio-psychological</td>
<td>.820(**)</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.</td>
</tr>
<tr>
<td>N</td>
<td>77</td>
<td>77</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed).

3. Implicated Challenges and Opportunities

Lessons can be drawn from the above analysis:
- The differences between the socio-psychological and the professional-structural dimensions are noteworthy in ADB's context.

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\(^9\) Usually, the higher alpha is the more reliable the model will be. However, in this case, the total inventory alpha is too high, which indicates some of the items are redundant. Questions number 13 to 15 and questions number 16 to 20 seemed to measure the same object at various levels. Yet the purpose of using factor analysis, as in this research, is not to find out unique and representative items, but to understand which dimension they belong to.
Despite the differences, these two dimensions are not incompatible; on the contrary, they are highly correlated in a positive way. That is to say, they can benefit one another as long as any one of them is improved.

At the moment, the influence of socio-psychological factors expresses itself particularly in community and identity building, whilst the influence of professional-structural factors manifests itself particularly in domain and practice constructing.

The investigation of CoP performance boiled down to the examination of three related aspects. None of these aspects was perceived by CoP participants to meet an agreeable standard. However, "community" seemed to outperform "practice" and "domain" in general. This indicates that, in ADB's context, the socio-psychological functions of CoPs are better than their professional-structural functions.

In sum, the main challenges and opportunities can be summarized below:

- Participants did not find CoP-sponsored activities or events particularly useful to their work life.
- CoPs performance has a weak link to the organizational competencies that ADB needs.
- CoPs do not have clear domains of focus, tangible outputs, or user-friendly communication platforms that would allow them to maintain momentum after organizing activities or events.
- CoPs seem to have a positive function in giving a shared identity to their members.
- If CoPs fulfill their members' socio-psychological needs better, their work performance will be enhanced accordingly.

E. The Institutional-Operational Dimension of CoP Effectiveness

"Identity" and "enabling environment" constitute the last dimension of CoP effectiveness. "Identity" refers to collective recognition of what one is what and/or what one wishes to be. That is indeed a matter of negotiation among members. CoP leadership has been an issue in ADB, since the reorganization of CoPs (informal networks, committees) caused and is causing confusion due to ambiguous delegation. Rather than rush into measurements of "identity", descriptive clarifications need to be made to reveal tensions between CoP leadership and participation.

1. Leadership

The strategy workshop raised the prominent issue of leadership. On the surface, this seems to owe to confusion between "CoPs", "informal networks", and "committees". Yet at a deeper level, leadership lies at the heart of CoP governance.
In ADB, the Committees comprise sector and thematic experts, yet "the committees have become more like a working group consequently crowding out voluntary and informal commitment".\textsuperscript{10} Informal networks, on the other hand, "do not seem to exist in ADB, at least not in the manner they did before 2005 (since) there are currently no community champions driving any knowledge sharing and learning process, and assist member gain a sense of identity".\textsuperscript{11}

With this context in mind, it is not difficult to imagine why participants in the strategy workshop felt somewhat confused about the functions of committees and informal networks. In feedback notes, two suggestions were made:

- Make committees part of broader CoPs.
- Specify the roles that committees and informal networks play in CoPs.

These suggestions echo the implications of a study\textsuperscript{12} of 57 CoPs in major European and US organizations. The researchers of the study observed two kinds of administrative roles in almost any CoP: sponsors and leaders. These functions are distinct. Yet, when sponsors and leaders work within the same functional area and meet regularly to form a "governance committee", joint efforts tend to have a positive impact on performance. Box 2 expands on leadership and governance.

\begin{boxedminipage}{\textwidth}
\textbf{Box 2: Leadership and Governance in CoPs}\textsuperscript{3}

"(the study) indicates that sponsors and leaders who are active in the same functional area (e.g., logistic processes, production and maintenance processes) meet regularly to form a "governance committee". This committee discusses and assesses the overall activity of the various CoPs in their specific functional area of the organization. The committee regularly assesses whether each CoP's activity makes strategic sense for the organization, and how these activities can be presented to the top management to obtain additional financial support. There are several positive impacts that governance committees have on best practices if they are developed regularly: (i) Opportunity for inter-CoP sharing of a best practice (ii) Opportunity to merge CoPs (iii) Opportunities to benchmark activities across CoPs."
\end{boxedminipage}

Responses to the survey conveyed the same message, calling for substantial leadership and accountability in CoPs. For instance, responses to question number 22 on the first-ranked success factor for CoPs revealed that to be "a dedicated and passionate coordinator". This affirms the importance of establishing leadership in CoPs. Question 25-f invited free comments

\textsuperscript{10} ADB’s Knowledge Sharing and Learning, Lee H., & Mercado, C.O., August 2008, RSDD-KM: p9
\textsuperscript{11} Ibid: p10
on ways to strengthen CoP effectiveness: Box 3 highlights interesting responses are. The key challenges identified are: (i) lack of personnel who are willing and able to lead, (ii) time constraints, (iii) governance problems, such as rigid management structures, undefined roles, and accountabilities; and (iv) the lack of appropriate assessment and incentive mechanisms.

<table>
<thead>
<tr>
<th>Box 3: Comments on CoP Leadership in ADB</th>
</tr>
</thead>
<tbody>
<tr>
<td>• “CoP leaders should have time to devote to CoP activities and not be forced to adopt an ad hoc approach to managing CoP life”.</td>
</tr>
<tr>
<td>• “There is need for greater leadership both at management and 'working' level. CoPs need staff who dedicate time, not just as occasional contributors but to lead day-to-day activities”.</td>
</tr>
<tr>
<td>• “Assign leadership to someone willing and able to invest the time and effort, and reward those contributions accordingly with accountability for delivering results”.</td>
</tr>
<tr>
<td>• “Run by the right people for the interest of the bank as a whole, not for any individual work unit or person”.</td>
</tr>
</tbody>
</table>

2. Participation

According to CoP participants and non-participants, the factors that motivate participation in CoPs are exactly the same. The top three drivers are: (i) learning and development opportunities, (ii) staying current in the sector or theme, and (iii) finding solutions to work challenges. The consensus on the drivers of participation reflects what CoPs could potentially offer to their members, namely, "learning and development" through "a socially-driven approach" for the purpose of "working more effectively and efficiently".

Unlike drivers, however, inhibitors of participation were identified differently by the two groups. Participants considered "time" and "lack of incentives" as the top two inhibitors. Non-participants reckoned "low awareness of activities" and (the belief that) "groups appear to be exclusive" to be the most discouraging factors. Strategies to improve participation should be tailored accordingly.

Based on pen-and-paper thematic analysis, the common factors that affect entry and participation in CoPs (as indicated by question number 24-c), are summarized in Table 8.

<table>
<thead>
<tr>
<th>Table 8. Common Factors Attracting New Participants in CoPs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Factor</strong></td>
</tr>
<tr>
<td>Openness</td>
</tr>
<tr>
<td>Relevance (internal)</td>
</tr>
</tbody>
</table>
Relevance (external) | Make CoPs part of one’s regular work routines and mandatory by management. They should be assessed officially, if needed.
---|---
Assistance (technical) | Technical or pragmatic assistance would raise people’s awareness of CoP activities.
Assistance (material) | Management should give recognition to CoPs and accord them a legitimate status. Corresponding incentives should be granted accordingly.

3. Institutional Support

Figure 2 suggests a belief that ADB's overall approach to CoPs is not far away from the optimal point, although it remains a little loose. This conclusion ensured common ground on responses regarding institutional support. According to both participants and non-participants, the first four initiatives through which "ADB could better support CoPs" are: (i) management support of participation, (ii) allow leaders more time to work on CoPs, (iii) assign time for knowledge sharing, and (iv) reward significant CoP work—the other institutional support mentioned in the CoP strategy workshop was: (v) allocate more resources (budget, human resources) in support of CoP activities or events.

In the strategy workshop, participants were invited to propose a metaphor illustrating their expectations for well-functioning CoPs in the future. They worked in groups suggested: (i) a beehive: "where all ADB staff work toward a common goal to make the best 'honey' (projects/services/products)"; (ii) a compass: "providing a clear vision and direction for ADB through CoP action plans"; (iii) Florence Nightingale’s lamp or torch: "CoPs provide light and direction, and steer people onto the right course"; and (iv) a train station: "CoPs may be compared to a development market where people with different knowledge come together, and move in the same direction. Because
train stations are an organized system, everybody has a purpose, and everybody knows what to do and where to go." These representations echo the respondents' judgment on ADB's current approach to supporting CoPs: a little loose without pointing toward a general direction.

F. Concluding Remarks

The theoretical foundation of the study was Wenger's model, which considers four elemental aspects of CoPs. Three of these (viz., community, practice, and domain) were quantitatively measured. The fourth (viz., identity and enabling environment) was explored qualitatively. The key findings of the study were:

- The "Community" of CoPs outperforms their practice and domain aspects, which indicates that CoPs serve a positive function in giving a sense of belonging to their members. In the meantime, if CoPs better fulfill their members' socio-psychological needs, their work performance will be enhanced, and vice versa.
- The "Practice" of CoPs in ADB is relatively weak, since CoP members are not considered to have mastered ways (e.g., by use of knowledge management tools) to build communal resources that can be shared via user-friendly communication platforms.
- The "Domain" of CoPs in ADB has not yet been clearly established, since shared competencies were rarely found amongst members. CoP participants did not find CoP activities or events particularly relevant to their work life, and argued that CoPs did not help them enough to achieve better results at work.
- The "Identity" of CoPs remains an issue in ADB owing to governance problems: roles and expectations in CoPs were not clearly defined, and rigid management structures hindered people with willingness and ability to lead.
- The "Enabling environment" of CoPs is not active enough. Yet it is encouraging that most CoP participants believe ADB's overall approach (in terms of support and management) to its CoPs is not far from the optimal point.

The paper concludes that, in ADB:

- CoPs maintain an important social function in ADB; the key to building a long-lasting community is to satisfy their members' socio-psychological needs, e.g., building rapport, and networking with others.
- CoPs should aim to function in systematic ways (mastering methods, using media, generating outputs, etc.), and this indicates the space for training.
- CoPs should increase their strategic relevance, and CoP activities and events should be more relevant to their members' work lives.
• CoPs need leaders with passions and abilities; the prerequisite to gaining such talent is to give CoPs a good governance structure.
• In order to create an enabling environment, ADB needs to permit CoPs to develop a consistent strategic direction, allow flexibility in governance, and allocate requisite resources, e.g., budgets, time, staff, (and accompanying incentives).
**CoP Strategy Workshop**  
Controller's Conference Room, 3101E  
19 February 2009

### Objectives
- Learn more about what is already working in CoPs.  
- Build a concrete vision of CoPs potential at ADB.  
- Share ideas for action to move forward.

### Welcome Remarks by Xianbin Yao, Director General, RSDD
The key points were:
- We collaborate, therefore, we know.  
- But we need to learn to work together better.  
- We also need to define what we must deal with as leaders of CoPs.  
- How can we, as professionals, move ADB professionally forward?

### Analyzing what works in ADB's CoPs

**Current experiences with CoPs.** Visualize and describe one particular instance where your, or another CoP, was effective. (small group storytelling)

**Discovering what works.** Why did things work? (plenary debrief: themes from stories)
- Link between CoP function and ADB's business processes. In the case of the environment committee, it was the committee's role to review a project's environmental impact. This activity also gave the opportunity to share knowledge with a large number of colleagues.  
- Professionally competent, flexible, and committed members.  
- Existence of a chairperson.  
- In the case of regional cooperation, funds that allow the committee to meet regularly.  
- Brownbag seminars, not just for staff to listen, but also to provide opportunities for follow-up discussion, and to discover what colleagues are doing.  
- Flexibility, or the lack of formality, in the informal CoPs; this enables us to draw in sector colleagues.  
- Critical mass and depth (in the case of the water CoP) increases visibility and influence.  
- CoPs can increase buy-in across ADB for controversial projects.  
- (CoPs) unite ADB's position on critical issues; in the case of projects that are 'controversial,' CoPs are used to seek ADB-wide buy-in before these projects are discussed with the Board.  
- Allows staff to step out of their cubicles, and see what is happening around ADB.  
- (Our) CoP is used as a platform to bring in, and hold discussions with, internal and external experts.  
- Exclusion does not work.

**Issues raised:** Confusion between the terms CoP, informal networks, and committees
- Separate committees and CoP or informal networks, e.g., committees have specific administrative functions concerning human resource issues, etc.
- Demarcate what works for the committees, and what works for the CoP.
- Committees should be a part of broader CoPs.
- Rationalize RSDD’s role vis-à-vis he Committee Chair’s role and the role of informal networks.

**Charting a course for the future of CoPs while being realistic about roadblocks**

*Future Scenarios of CoP Effectiveness.* What might ADB look like in 3–5 years with well functioning (value-adding) CoPs? How and where would you see their contribution/effect? (small group scenario building, four/group)

*Metaphors for CoPs.* When you have your scenarios, construct a metaphor to illustrate your vision of Cop effectiveness?

*Identifying and Overcoming Barriers.* What barriers prevent ADB from realizing these scenarios? What strategies could overcome these barriers? (place cards on scenarios: yellow for barrier / green for strategy; debrief)

<table>
<thead>
<tr>
<th>Group A</th>
<th>Future Scenarios of CoP Effectiveness</th>
<th>Barriers</th>
<th>Strategies to Address the Barriers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>More links with CoPs in other MDBs</td>
<td>Priorities – low or there are other priorities</td>
<td>Include CoPs in the work plans of directors: a rule of thumb might be 2 weeks for training, and 2 weeks for CoP work; include also in the work plans of staff</td>
</tr>
<tr>
<td>2.</td>
<td>More interest from ADB staff attending CoP activities</td>
<td>Staff attendance</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>CoPs enjoy buy-in from management and DGs release staff to participate actively in CoPs (leadership within CoPs)</td>
<td>Lack of time</td>
<td>Include work on CoPs in work plans so that contributions may be recognized and evaluated</td>
</tr>
<tr>
<td>4.</td>
<td>Staff are recognized and rated according to the amount of knowledge they generate and share; staff can go to CoPs to learn and have their questions answered</td>
<td>Numbers – human resource base</td>
<td>Increase the number of sector and thematic specialists in ADB</td>
</tr>
<tr>
<td>5.</td>
<td>Collaboration influences human resource management strategies</td>
<td>Lack of incentives</td>
<td>Attribute excellent and special recommendation ratings for CoP-related work</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low budgets</td>
<td>Allocate greater budgets</td>
</tr>
</tbody>
</table>

**Metaphor:** Beehive. All the workers are working with one purpose; with a focused goal, e.g., very good projects, effective grants.
### Group B

<table>
<thead>
<tr>
<th>Future Scenarios of CoP Effectiveness</th>
<th>Barriers</th>
<th>Strategies to Address the Barriers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. CoPs work together regardless of divisions, share interests, and provide an enabling environment for mainstreaming approaches to sectors and themes</td>
<td>ADB works in silos</td>
<td>Promote and facilitate cross-fertilization between CoPs</td>
</tr>
<tr>
<td>2. CoPs share strong connections, discussions, and knowledge</td>
<td>Possible conflict with DMCs if CoPs are actively involved in formulating CPSs</td>
<td>CoPs discuss sector road maps, with a view to improving the next, and sector and thematic staff lead the preparation of these.</td>
</tr>
<tr>
<td>3. CoPs play a vital role in formulating CPSs, are involved in operations and projects, and are efficient in launching initiatives according to structured work plans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. CoPs are informed of recent updates in their sectors and themes and are able to adapt to changes through training and resources</td>
<td>Human nature</td>
<td></td>
</tr>
</tbody>
</table>

**Metaphor:** Compass. The CoPs can direct work on sectors and themes. The problem is that there are many CoPs: each may point in a different direction.

### Group C

<table>
<thead>
<tr>
<th>Future Scenarios of CoP Effectiveness</th>
<th>Barriers</th>
<th>Strategies to Address the Barriers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A plethora of high-quality seminars that are well-attended with standing room only</td>
<td>Shared understanding of CoPs</td>
<td>Publish the CoP strategy</td>
</tr>
<tr>
<td>2. Interesting, user-friendly websites</td>
<td>Synergies between CoPs (sharing knowledge especially in cross cutting themes such as the environment)</td>
<td>Senior management buy-in</td>
</tr>
<tr>
<td>3. Strategy 2030 is the product of 15 CoPs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. There is no longer a need to construct and discuss the rationale for CoPs</td>
<td>No staff to work and manage websites; DER approves content for external sites</td>
<td>Human resource support; budget provision</td>
</tr>
</tbody>
</table>

**Metaphor:** Train station (railway or any multi-modal transport). CoPs are akin to a development market where people with different knowledge come together, and move in the
Because train stations are an organized system, everyone has a purpose, and everybody knows what to do and where to go.

<table>
<thead>
<tr>
<th>Group D</th>
<th>Future Scenarios of CoP Effectiveness</th>
<th>Barriers</th>
<th>Strategies to Address the Barriers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. DMCs come to ADB for knowledge and best practices, not just for its financing</td>
<td>$14,350 x 10</td>
<td>Lack of quality control for knowledge products and services</td>
<td>System to check knowledge quality (performance indicators; results framework)</td>
</tr>
<tr>
<td>2. More and better quality projects and programs</td>
<td>Incentives for people to participate</td>
<td></td>
<td>Develop an incentive system, i.e., recognition, career tracks, budgets</td>
</tr>
<tr>
<td>3. Knowledge is transformed to improve products and services</td>
<td>Application of the knowledge generated and shared</td>
<td></td>
<td>Application of knowledge should be an indicator, e.g., results framework</td>
</tr>
<tr>
<td>4. Cross-fertilizing CoPs (multi-faceted)</td>
<td></td>
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</tbody>
</table>

**Metaphor:** Florence Nightingale's lamp or torch. CoPs provide light and direction, and steer people onto the right course.

**Identify things ADB and CoPs can do to move forward**

*Ideas for action.* What practical steps can your CoP (and ADB) take toward effectiveness:

- Capture knowledge from technical assistance projects.
- Make attendance at CoP seminars mandatory.
- Nominate Friday as "knowledge day", or make it a monthly event.
- Share follow-up plans c/o RSDD-KM and CoPs.
- Plan for marketing, outreach, and effectiveness.
- Make DGs/VPs accountable for support to CoPs.
- Extend management support.
- Link work extended in support of CoPs to PDPs.
- Offer incentives for public-speaking and preparation of publications (Rio de Janeiro).
- Adopt the balanced scorecard framework.
- Link CoPs with CoPs in similar agencies.
- Link CoPs better to other CoPs in ADB (break CoP silos).
- Make committee composition intersectoral.
- Develop CoP websites (provide live telecasts of CoP activities).
- Use podcasts, YouTube.
**Closing Reflections** by Olivier Serrat, Principal Knowledge Management Specialist, RSDD-KM

The key points were:

- Last year, RSDD-KM reviewed the knowledge management framework of ADB. The review concluded among others that the CoPs are neither sufficiently resourced nor incentivized to deliver relatively unclear mandates, for example vis-à-vis CPSs.
- We have seen increased but slow recognition at senior levels of management that CoPs add value and are a powerful organizational instrument with which to improve aid effectiveness.
- In order to move forward, CoPs must present a convincing argument for the allocation of more resources, e.g., budget, full-time staff, etc.
# List of Participants

<table>
<thead>
<tr>
<th>Name</th>
<th>CoP Affiliation</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Michael Barrow</td>
<td>Co-Chair, Water</td>
<td>Director, PSIFI1</td>
</tr>
<tr>
<td>2. Indu Bhushan</td>
<td>Chair, Health</td>
<td>Director, SPPI</td>
</tr>
<tr>
<td>3. Jacques Jeugmans</td>
<td>Co-Chair, Health</td>
<td>Practice Leader (Health)</td>
</tr>
<tr>
<td>4. Hun Kim</td>
<td>Chair, Urban</td>
<td>Director, SAUD</td>
</tr>
<tr>
<td>5. Shireen Lateef</td>
<td>Chair, Gender and Social Development</td>
<td>Director, SESS</td>
</tr>
<tr>
<td>6. Srinivasa Madhur</td>
<td>Chair, RCI</td>
<td>Director, OREI</td>
</tr>
<tr>
<td>7. Urooj Malik</td>
<td>Co-Chair, Environment</td>
<td>Director, SEAE</td>
</tr>
<tr>
<td>8. Anil Terway</td>
<td>Co-Chair, Energy</td>
<td>Advisor, RSDD</td>
</tr>
<tr>
<td>9. Sandra Nicoll</td>
<td>Co-Chair, Governance</td>
<td>Principal Governance Specialist, RSGP</td>
</tr>
<tr>
<td>10. Katsuji Matsunami</td>
<td>Chair, Agriculture, Rural Development, and Food Security</td>
<td>Advisor, RSDD-AR concurrently Practice Leader</td>
</tr>
<tr>
<td>11. Avonechith Siackhachanh</td>
<td>Member, Finance and Trade Committee</td>
<td>Advisor, OREI concurrently Practice Leader (Financial Sector)</td>
</tr>
<tr>
<td>12. Myo Thant</td>
<td>Member, RCI</td>
<td>Principal Regional Cooperation Specialist, RSDD-KM</td>
</tr>
<tr>
<td>13. Kyeongae Choe</td>
<td>Member, Urban</td>
<td>Principal Urban Development Specialist, SAUD</td>
</tr>
<tr>
<td>14. Sonomi Tanaka</td>
<td>Member, Gender and Social Devt</td>
<td>Principal Social Development Specialist, RSGS</td>
</tr>
<tr>
<td>15. Daniele Ponzi</td>
<td>Member, Environment Committee</td>
<td>Principal Environment Specialist, RSES</td>
</tr>
<tr>
<td>16. Suganya Hutaserani</td>
<td>Member, Evaluation CoP</td>
<td>Practice Leader (Evaluation)</td>
</tr>
<tr>
<td>17. Samuel Tumiwa</td>
<td>Member, Energy Committee</td>
<td>Senior Energy Specialist, RSID</td>
</tr>
<tr>
<td>18. James Leather</td>
<td>Member, Transport and Urban</td>
<td>Senior Transport Specialist, RSID</td>
</tr>
<tr>
<td>19. Goto Takeshi</td>
<td>Member, Finance and Trade</td>
<td>Economist, OREI</td>
</tr>
<tr>
<td>20. Rex Abrigo</td>
<td>Associate Information Coordinator, Environment</td>
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<tr>
<td>21. Sharon Suarez</td>
<td>Associate Information Coordinator, Infrastructure</td>
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<tr>
<td>22. Petite Patacsil</td>
<td>Associate Information Coordinator, Finance</td>
<td></td>
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<tr>
<td>23. Ai Yu</td>
<td>Intern, RSDD-KM</td>
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<tr>
<td>24. Lei Correo</td>
<td>Associate Information Coordinator, Regional Cooperation</td>
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<tr>
<td>25. Xianbin Yao</td>
<td>Director General, RSDD</td>
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<tr>
<td>26. Olivier Serrat</td>
<td>Principal Knowledge Management Specialist, RSDD-KM</td>
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<tr>
<td>27. Peter Malvicini</td>
<td>Consultant, RSDD-KM</td>
<td></td>
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<tr>
<td>28. Obel Mercado</td>
<td>Information and Database Officer, RSDD-KM</td>
<td></td>
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<tr>
<td>29. Kristine Busson</td>
<td>Operations Assistant, RSDD-KM</td>
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Quick Notes by Information Officers

Information Officer 1:

What works in your CoP?
- Brownbags give my CoP venues to meet, discuss, and network with fellow practitioners (like-minded people)
- The CoP was revamped to be more broad-based; it has about 30 members (and no committee)

Problems raised
- Incentives are needed
- Attendance at brownbag seminars depends on topic discussed
- Thematic communities must reach out to sector communities
- No budget

Other issues raised
- Confusion between CoPs, committees, informal networks, and RSDD focal points
- Committees have an admin function (discuss the skills mix with BPMSD)
- Thematic and sector reports are often produced by consultants
- Not all the publications released are of high quality
- Tendency for ADB staff to hoard knowledge

Four Scenarios – Future CoPs
1. Working together on a topic regardless of division or department
   - sharing the same interests
   - an enabling environment for mainstreaming themes and sectors

2. CoPs have intermediary roles
   - strong connections
   - discussion
   - exchange of ideas
   - knowledge sharing
   - conduit to external networks

3. CoPs have an important role in formulating CPS
   - efficient in combining all initiatives
   - project specific role in operations

4. CoPs are informed of recent updates
- know how to adapt themselves to ongoing changes
- enjoy and extend training

Metaphor – Compass
Possible incentives
- requirement to organize at least one brownbag a year
- convince DGs / Management to release staff to do CoP work
- include in PDPs about 2 weeks of CoP participation
- declare Friday as Knowledge Management Day

Information Officer 2:

1. What's working well in ADB's CoPs
   Water = Active in getting into major international forum with focus on Asia
   = Through the CoP network, it's easier to find a focal point/person with the technical knowledge needed for certain responsibilities
   Health = Having accomplished a management approved Health Operation Plan
   Energy = Doing an Energy policy review a focused study on the Philippines energy market and how ADB can participate in the market.

2. Vision
   • More links with other MDBs (WB, IMF, etc.)
   • More interest from ADB staff attending CoP activities
   • Walls between knowledge people and operations are broken and both benefit from each other
   • Buy-in from the DGs to release staff to participate actively in CoPs
   • Staff will be recognized and rated according to the amount of knowledge they share.
   • Staff can go to CoPs to learn and have their questions answered.

3. Metaphor - Beehive

Information Officer 3:

The workshop was subdivided into 3 topics that each group would discuss and present to the other participants. These are the three topics/issues for discussion:

• Identify an occasion when your CoP activity has been successful and try to identify why you think it was successful
• How do you see your CoP in 3 years time (concrete illustration / scenario of how you envision the CoP)
• What are the actions needed to move forward
As such, more than 70% of the time was actually spent on discussions and sharing of experiences with the members of the group. Everyone was given a chance to speak and share his/her views. And since there was a mixture of participants, members of each team belonging to different CoPs, it was a good opportunity to know about other CoP activities, a chance to learn about the opportunities and challenges that different committees experience. Despite the varied stories shared by the participants, several concerns were raised:

- A number of CoPs expressed their disappointment at the low level of participation of staff in CoP activities.
- Management support to many CoP activities is almost non-existent. Staff are not encouraged to participate, and are sometimes even questioned about their participation.
- There should be a way to foster cooperation across CoPs so they can share experiences, learn from each other mistakes, and also benefit from best practices.
- There should be motivation for people to participate in CoP activities – including participation in the PDP was suggested.
- Knowledge harnessed from CoP activities should be used in the project design to improve the quality of our projects and ensure that people involved in project preparation are aware of the recent trends and issues.

**Group Output:**

A. Identify an occasion when your CoP activity has been successful:

- J. Leather (Transport) cited the World Urban Forum where he noted that there were very good presentations, and the reports and documents were highly relevant. Although he also mentioned that it was actually participated by various CoPs like energy, urban, and the social sector.
- M. Thant cited the RCI workshop held in the last quarter of 2008 where there was true knowledge sharing and the discussion was free flowing. Participants were RCI Specialists from the different RDs and it was worth to note that nobody left the workshop, everyone stayed until closing. He explained that RCI CoP has been successful because the members are like-minded people. Most are economists and are really highly motivated that although there are no rewards involved people are collaborating. He also mentioned that there is great support from the department head (i.e., OREI) as well as from BPMSD. This was supported by Dir. Madhur who added that RCI members meet regularly. One of the main agenda during meetings is the review of projects for possible funding. There are 3 sources of funds for RCI: (i) the RCI Budget which comes from the ADB net income; (ii) the Investment Climate Facilitation Fund which comes from the Japanese Government; and (iii) the Regional Cooperation and Poverty Reduction Fund from the PRC Government.
B. Scenario of how the CoP will look like in 3 years time
   - DMCs come to ADB because they know they will get the best, not because ADB has money to lend.
   - CoPs activities / outputs are incorporated so that ADB is prepares project better.
   - There are many country projects with substantial regional dimensions, and these are also being supported by the RCI CoP.
   - Knowledge is shared between CoPs.

   Metaphor: Flashlight/Torch

C. Actions needed to move forward
   - provide mechanisms for reward (+)
   - strong and committed leadership (+)
   - management support (+)
   - lack of time (-)
   - no commitment (-)

Information Officer 4:

Vision for CoPs:
   - Brown bags are well attended by sector and mission leaders - an indicator of usefulness and effectiveness of the topic chosen for presentation.
   - Adequate budget support is allocated.
   - CoPs include external experts, a regional recognition of the quality of ADB's staff.
   - CoPs are now more thematic.
   - Updated information is readily available at the web portal - reliance on updated information as this will become a major asset of ADB too.
CoP Survey Questionnaire

Survey: Communities of Practice Hosted by ADB

We would like to assess the current status of Community of Practice (CoP) activities and recommend ways to strengthen CoPs. The survey takes about 15 minutes to complete. Responses will be confidential. The results of the survey will be used to support CoP effectiveness ADB-wide. Thank you for your time.

I participate in some CoP-sponsored activities/events: ☐ Yes ☐ No

Which CoPs are you most active in? (may include committees, informal networks, etc.)

☐ Agriculture, Rural Development and Food Security ☐ Information and Communication

☐ Community-Driven Development ☐ Monitoring and Evaluation

☐ Education ☐ Managing for Development Results

☐ Energy ☐ NGOs and Civil Society

☐ Environment ☐ Poverty

☐ Evaluation Cooperation Group ☐ Regional Cooperation and Integration

☐ Financial Management ☐ Resettlement

☐ Finance and Trade ☐ Social Development

☐ Gender ☐ Transport

☐ Governance and Public Management ☐ Urban Development

☐ Health ☐ Water

☐ Other, please specify _______________________

My CoPs ...

1. represent an area of common interest for a number of ADB staff/clients/partners.
   - strongly disagree ☐ disagree ☐ neutral ☐ agree ☐ strongly agree

2. currently have a clear domain of focus within their sectors or themes.
   - strongly disagree ☐ disagree ☐ neutral ☐ agree ☐ strongly agree

3. give me a sense of belonging.
   - strongly disagree ☐ disagree ☐ neutral ☐ agree ☐ strongly agree
4. help me build relationships and network with others.
   - strongly disagree  - disagree  - neutral  - agree  - strongly agree

5. benefit my daily work from the relationships established.
   - strongly disagree  - disagree  - neutral  - agree  - strongly agree

6. are mainly driven by members’ willingness to participate.
   - strongly disagree  - disagree  - neutral  - agree  - strongly agree

7. motivate me to share work-related knowledge.
   - strongly disagree  - disagree  - neutral  - agree  - strongly agree

8. build up an agreed set of communal resources over time.
   - strongly disagree  - disagree  - neutral  - agree  - strongly agree

9. break down communication barriers among staff.
   - strongly disagree  - disagree  - neutral  - agree  - strongly agree

10. provide an informal, welcoming social environment.
    - strongly disagree  - disagree  - neutral  - agree  - strongly agree

11. have a user-friendly communication platform.
    - strongly disagree  - disagree  - neutral  - agree  - strongly agree

12. leverage a variety of knowledge management tools (storytelling, social network analysis, the five whys technique, appreciative inquiry, exit interviews etc.)
    - strongly disagree  - disagree  - neutral  - agree  - strongly agree

13. help me achieve better results (quality, productivity, stakeholder satisfaction) in projects.
    - strongly disagree  - disagree  - neutral  - agree  - strongly agree

14. help me achieve better results in economic and sector work.
    - strongly disagree  - disagree  - neutral  - agree  - strongly agree

15. help me achieve better results in country partnership strategy and policy work.
    - strongly disagree  - disagree  - neutral  - agree  - strongly agree

CoPs help ADB to...

16. capture and store relevant knowledge so it can be easily accessed and applied.
17. build knowledge sharing and learning into work life.

18. strengthen collaboration across departments, offices, and units.

19. link management techniques to improved performance.

20. become more adept at strategy development in sectors and themes.

21. The value of CoPs is that they... (choose only three)

- identify, create, store, share, and use knowledge.
- reduce the "learning curve" for new employees.
- enable professional development.
- reduce duplication and prevent "reinvention of the wheel".
- permit faster problem solving and better response times.
- showcase good practices.
- spawn new ideas for products and services.
- enable accelerated learning.
- connect learning to action.
- enhance organizational competencies.
22. The success my CoPs have depends on... *(choose only three)*

- raising the strategic relevance of their sectors or themes in ADB.
- involving experts in their sectors or themes.
- choosing activities relevant to my work.
- specifying their members' roles and expectations.
- a dedicated and passionate coordinator.
- a consistent attitude to sharing and collaboration.
- encouraging new members to participate.
- rewarding and recognising members.
- using staff time wisely.
- building up trust, rapport, and a sense of community.
- measuring their success and effectiveness.

23. My CoPs are best at... *(choose only three)*

- filtering (organizing and managing important information)
- amplifying (helping to understand important but little known information).
- investing and providing (offering a means to give members the resources they need).
- convening (bringing together different individuals or groups).
- community-building (promoting and sustaining values and standards).
- learning and facilitating (helping work more efficiently and effectively).
24. Participation
   a. What *strongly* limits your ability to participate in your CoPs? *(check all that apply)*
      - [ ] Time
      - [ ] Lack of incentives
      - [ ] Lack of management support
      - [ ] Communication barriers/jargon
      - [ ] Low awareness of activities
      - [ ] Groups appear to be exclusive

   b. What would *strongly* motivate you to participate? *(check all that apply)*
      - [ ] Meeting work goals
      - [ ] Learning and development
      - [ ] Staying current in the sector / theme
      - [ ] Expanding personal network
      - [ ] Career development
      - [ ] Support for daily activities
      - [ ] Solutions to work challenges

   c. What could be done to attract new participants?
25. Recommendations for strengthening CoP effectiveness (*choose only three*)

a. How could my CoPs become better at identifying, creating, storing, sharing, and using knowledge?

- Involve external partners.
- Customize learning and development programs at headquarters and in the field.
- Offer professional development opportunities (outside headquarters).
- Organize conferences, meetings, or workshops.
- Link more to other CoPs (across sectors and themes).
- Sponsor more brief seminars.
- Provide direct support to project and country teams.
- Use information communication technology more actively and innovatively.
- Systematically review our work with peers before, during, and after.
- Develop mechanisms for sharing ideas with management.

b. How could ADB better support CoPs to identify, create, store, share, and use knowledge?

- Gain management support to participate more actively in CoP activities.
- Provide learning and development opportunities in running CoPs.
- Allow more time for those with a leadership role to work with their CoP.
- Provide effective ICT tools.
- Assign time for knowledge sharing in staff workplans.
Appendix 2

- Provide rewards and incentives for significant work in a CoP
- Increase guidance from management
- Reduce guidance from management
- Help CoPs access funding (external/internal)

**c. To achieve my CoPs' purpose, ADB's approach (business processes) to CoPs is:**

-2 -1 0 1 2

- too loose
- too structured

- optimal flexibility/structure

**d. Please suggest ways to reconcile the tension between formality and informality in CoPs.**

**e. Please suggest three ways ADB's Knowledge Management Center could assist your CoPs.**

**f. What other recommendations do you have to strengthen your CoPs' effectiveness?**
26. What is the relationship between your CoPs and any of the regional knowledge hubs?

- None
- Occasional communication
- Regular communication
- The activities of my CoP are well-integrated with those of a knowledge hub
- Unknown

27. Which describes you best:

- I have a particular role or function within a CoP in ADB.
- My primary role is as a participant in activities and events organized by CoPs.

28. How long have you been involved in your CoPs?

- Less than one year
- One - two years
- Two - five years
- Over five years

29. How often are you involved in face-to-face CoP activity?

- Daily
- Weekly
- Monthly
- Quarterly
- Yearly
- Never

30. How often are you involved in internet-based CoP activity?

- Daily
- Weekly
- Monthly
- Quarterly
- Yearly
- Never

31. How many years of experience do you have that relate to your CoPs?

- Less than one year
- 1 - 2 years
- 2 - 5 years
- 5 - 10 years
- over 10 years
CoP Survey Questionnaire and Responses
(Participants)

1. My CoPs represent an area of common interest for a number of ADB staff/client/partners

2. My CoPs currently have a clear domain of focus within their sectors or themes.
3. My CoPs give me a sense of belonging.

4. My CoPs help me build relationships and network with others.
5. My CoPs benefit my daily work from the relationships established.

6. My CoPs are mainly driven by members' willingness to participate.
7. My CoPs motivate me to share work-related knowledge.

8. My CoPs build up an agreed set of communal resources over time.
9. My CoPs break down communication barriers among staff.

10. My CoPs provide an informal, welcoming social environment.
11. My CoPs have a user-friendly communication platform.

12. My CoPs leverage a variety of knowledge management tools (story-telling, social network analysis, the five whys technique, appreciate inquiry, exit interviews etc.).
13. My CoPs help me achieve better results (quality, productivity, stakeholder satisfaction) in projects.

14. My CoPs help me achieve better results in economics and sector work.
15. My CoPs help me achieve better results in country partnership strategy and policy work.

16. CoPs help ADB capture and store relevant knowledge so it can be easily accessed and applied.
17. CoPs help ADB build knowledge sharing and learning into work life.

18. CoPs help ADB strengthen collaboration across departments, offices, and units.

20. CoPs help ADB become more adept at strategy development in sectors and themes.
21. The value of CoP.

22. Factors that affect the success of CoPs.
23. My CoP is best at…

<table>
<thead>
<tr>
<th>Function</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filtering (organizing and managing important information)</td>
<td>40</td>
</tr>
<tr>
<td>Amplifying (helping to understand important but little known information)</td>
<td>30</td>
</tr>
<tr>
<td>Investing and providing (offering a means to give members the resources they need)</td>
<td>20</td>
</tr>
<tr>
<td>Convening (bringing together different individuals or groups)</td>
<td>50</td>
</tr>
<tr>
<td>Community-building (promoting and sustaining values and standards)</td>
<td>30</td>
</tr>
<tr>
<td>Learning and facilitating (helping work more efficiently and effectively)</td>
<td>40</td>
</tr>
</tbody>
</table>

24.a Factors that limit ability to participate in CoPs.

<table>
<thead>
<tr>
<th>Limitation</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>50</td>
</tr>
<tr>
<td>Lack of incentives</td>
<td>40</td>
</tr>
<tr>
<td>Lack of management support</td>
<td>30</td>
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<tr>
<td>Communication barriers/jargon</td>
<td>20</td>
</tr>
<tr>
<td>Low awareness of activities</td>
<td>10</td>
</tr>
<tr>
<td>Groups appear to be exclusive</td>
<td>0</td>
</tr>
</tbody>
</table>
24.b Motivation to participate in CoPs.

- Meeting work goals
- Learning and development
- Staying current in the sector/ theme
- Expanding personal network
- Career development
- Support for daily activities
- Solutions to work challenges

24.c Ways to attract new CoP participants.

- Feature roadshow presentations on the benefits of CoP participation. Staff to present testimonials.
- Raise awareness about CoP usefulness for the individual to perform better.
- There is a need to convey the purpose of the CoP and promote it through small gatherings, or informal events.
- Ensure CoP interventions meet people's needs.
- Invite external high profile specialists to share their experience on specific CoP topics.
- Networking through E-mail can provide solutions to work challenges.
- Make CoPs more informal, and more informative. Strong management support will attract new CoP participants.
- Identify the respective backgrounds of the new participants from their CVs and invite them to join a number of relevant CoPs that match their respective backgrounds. Emphasize to them that there is no right or wrong, but every participation/contribution counts.
- Better promote the CoPs. New staffs are not aware of the CoPs.
- Formal recognition of the PAU Heads Network/Portfolio Management CoP to enable members to include their involvement in their work plans.
- Improve quality of presentations and link to LDP.
- Hold sessions after office hours or from 12.30 to 1.30 PM.
- Assign specific responsibility for sector work, which will be part of the staff’s
workplan.

- Organize an informal introductory event for new participants (maybe through a cocktail event).
- Senior staff in departments should actively recruit participants.
- CoPs can be promoted with a More aggressive marketing, matched by a better management support to all interested staff and target staff who are passionate with a certain sector/network who will push the CoP forward.
- Two of the CoPs I am nominally involved in do not inform me of their activities (if there are any). The third is extremely hierarchical and does not welcome uninvited participation.
- Open the membership of CoP to a wider group of staff to share knowledge and experience and build networks. The current form of CoP membership seems to be exclusive.
- CoPs need better publicity about the potential gains. They also need to overcome barriers of self-expression, because members still fear they might be censored for speaking openly in a public forum.
- Develop proactive approaches to CoPs and better incentives.
- Develop programs or activities responsive to members’ needs.
- Include the CoPs into the ADB Induction Program.
- Make the meetings livelier - make the web resources more useful, recognize CoP time as part of L&D.
- Promote the activities of CoPs.
- Introduce the role of CoPs, help them to learn and to keep close communication.
- Adopt more suitable institutional arrangements to foster and promote thematic knowledge learning and sharing. This will require additional human and financial resources, however, this will enhance quality and relevance and therefore avoid costly delays and mistakes.
- Make CoPs relevant to the core business processes of ADB as well as the professional development of the members.
- There is a need to be more practical, not just organizing brown-bag seminars from time to time or just commenting.
- Show how CoPs will help newcomers to solve the problems in their areas.
- Designate a coordinator for each CoP.
- The water and urban CoPs are well-attended. Good topics and respected speakers would surely entice people to attend.
- An open demonstration of what the CoPs can provide and the benefits expected from participation given that there is not much support from such activities from the management. Management should be supporting the quality of staff work.
- Management support for staff to use the CoP/C-Cube tools.
- With Better management support, CoP activities can be more relevant to work tasks.
- Allow each CoP to determine its own structure, style and membership based on the
needs and expectations of the specific sector and/or theme.

- Make it compulsory that all PS be a member of at least a few CoPs, and reflected in their PDP/LDP.
- CoP Committees (at least) should be formalized and recognized to be the experts' groups in ADB.
- CoPs should be able to encourage people to contribute something which are not run of the mill. I used to assist CoP administrator in our office but I was just confined to updating not really knowing the importance of it all. It's important that people involved in the administration of CoP should educate their team of the benefits of CoP so that they will be guided and more confident to contribute to the site. The members of CoP should not feel that there should be censorship in what they contribute otherwise they will not be encourage to bring in new ideas.
- Continuous improvement of quality and content of CoP.
- Give more explicit recognition to CoPs in PDPs.
- E-mail invites to staff - explaining the relevance and benefits of participating in CoPs. Some are not aware of the CoPs and how it can help staff productivity.
- Make CoP activities relevant and interesting.
- Conduct a campaign to attract membership and plan the activities and goals for the year.
- Reduce exclusiveness of CoPs.
- New participants should be included in the recipients' list of e-mails not by his/her initiative but the CoP's.
- Promote the value of CoPs more widely through an internal campaign.
- Have the latest update on the sector/theme, introduce interesting topics for discussion, invite prominent resource persons, create themes within the sector where staff expertise could fit in, involve members in activities where they could showcase their project achievements, solicit new ideas from members, maintain a CoP secretariat to regularly disseminate latest updates and information about the sector to members.
- Judging by the way we operate, engaging consultants, we do not really own knowledge but we only recycle what is passed onto us. Why not use in-house knowledge and only involve consultants to fill gaps? This is where CoPs are supposed to come and champion ADB's knowledge products, not consultants.
- Periodic outreach.
- Communicate better the role, activities, and outputs of CoPs, and how they can make a difference to the way we do business.
- Participation depends on means, motives, and opportunities. These will be best encouraged if management offers visible support to CoPs, integrates them into ADB's business processes, mandates requisite logistical support, and ensures that a system of incentives provides an enabling environment.
- The energy CoP to which I belong is a closed club where members are selected by
invitation. The rest of the energy sector staff are excluded by the CoP and we are not aware about the activities of the CoP. There is no communication at all between the CoP and the energy sector staff. The energy CoP is making decisions on ADB-wide initiatives on the sector without any consultation and it does not provide any opportunities for professional development and learning and development for the rest of the energy sector professionals in the bank. I would strongly suggest the CoP should be an open forum where all the professional staff who are interested in the energy sector are encouraged to participate in its activities and discussions. Then the CoP can appoint several sub committees to work on specific thematic areas based on the professional competence of staff members.

- More CoP training and coaching will attract new participants.
- Promote a rewards system.
- We are doing well enough in some CoPs but others are dormant.
- Encourage involvement of new members.
- Reduce exclusivity.
- Create a welcoming atmosphere REGARDLESS of where the participant is coming from.
- Inform benefits of joining CoP and future/active participation may have huge/relevant contribution, may bring about changes/development that could benefit more stakeholders.
- There should be a strong and demonstrated commitment from CoPs and their deliberations should be utilized to frame operations.
- CoP should show immediate relevance to work.
- DGs and Directors should turn down "cut-and-paste" RRPs and force innovation in project design.
- Most CoPs should be opened up to external participants to inject expertise and ideas from the outside. All staff should be able to access CoP sites from the new MYADB and not necessarily have to join to be a member.
- Send email to all staff explaining the objectives of each CoP.
- Invite new membership - send emails and give datelines to register. See whether the current CoP leaders are suitable to lead the CoP. We need new blood in some of CoPs, a few of them are too exclusive.
- Issue periodicals.
- All CoPs should have an annual work plan which is shared through a common platform/web-based etc. New staff often join almost fortuitously. Great structuring is required within ADB.
- Offer and promote credible activities that better serve potential participants.
- Showcase themes that are regional.
- make CoP work part of the PDP so that it figures in the work program and time can be properly allocated to participate and contribute to CoP work.
- Raise awareness about the benefits of the CoP and have leadership that ensures
focus, i.e., makes the CoP a value-adding time investment.
- CoP websites should possess an user-friendly interface to upload files and make posts.
- Discussion of topics of common interest.
- The CoP should put more emphasis on human network building.
- Promote examples of specific sectors/areas that have benefited from CoPs.

25.a How could CoP be better at identifying, creating, storing, sharing, and using knowledge.
25.b  ADB support to help CoPs identify, create, store, share, and use knowledge.

25.c  ADB's approach (business process) to achieve CoP purpose.
Suggestions to reconcile tension between formal and informal CoPs.

- The library is a good place to host activities for CoPs as people feel free to come and go depending on how relevant the discussion is to their needs. More demand driven.
- Make the discussion content interesting.
- Tension can be reconciled through small and informal social gatherings.
- Add human interest entries.
- The community leader and meetings should give a true sense of supporting members.
- Lack of participation and support from management reduce staff commitment to participate in CoPs due to uncertainty of effort not being recognized.
- More flexibility in recognizing CoPs that contributes to ADB effectiveness outside sectors and themes.
- More get-togethers.
- Reward people for their contribution to CoPs.
- To reach a good balance we may need to increase a more formal approach at the beginning.
- Committees can be more formal, with informality left to the wider Community.
- Emphasize the practice of equality (no levels) within CoP members.
- Assign leadership to someone willing and able to invest the time and effort, and reward those contributions accordingly with accountability for delivering results.
- CoP meetings can be open to wider groups of people who are interested.
- There is a need for change in corporate culture before members freely express themselves in an online environment.
- Provide better networking and management support.
- Provide additional budget to support CoPs.
- This is one for the CoP to evolve itself - it depends on the people and the leaders of the CoP - a CoP should be a venue where professionals are comfortable to exchange their ideas, and specifically out of the box ones.
- CoP should have more informal activities.
- Better introduction of the members is needed specially for new members.
- Larry Prusak, who conducted work for the World Bank in the late 1990s, proposed that Knowledge Coordinators act as facilitators working with CoPs to identify, assess, record, access, and transmit relevant knowledge.
- Organization and invitation to an external knowledge center/expert could add to the diversity of CoP process and content.
- Make participation in CoPs part of the staff work plan.
- Link CoP work to TA/project/policy processing.
• CoPs should include both formal and informal events.
• The urban and water CoPs for example have a good balance of formality and informality.
• CoPs should be recognized as an informal support group to better knowledge, improved quality of work, and better results for ADB. ADB staff are professional and do not need management intervention to tell CoPs how to work. Alternatively some funding to bring in other external resources and allow attendance at external events would be beneficial.
• The issue is CoPs providing a service that is valued by the organization. Historically ADB has not had a strong cultural focus on achieving results. Similarly focusing on IT solutions misses the point entirely. KM is not about technology, it is about human relationships and incentives for learning and improvement.
• By allowing each community to determine their own structure and/or level of formality.
• All CoP members should be given equal status.
• CoP Committee be formalized based on the relevant technical expertise, and decision making body. CoP should be informally networking based on the interests of staff, and participating or contributing CoP voluntary basis.
• Those who are administering the CoPs could motivate people in their team not to be too structured. Administrators should encourage members to bring new ideas and concepts that will interest the CoP members.
• Formal and informal CoPs should jointly prepare a document that is accessible to all participants specifying protocol on ADB CoPs.
• Invite junior staff to join thematic CoPs.
• Learning events and activities should be held within and outside work hours.
• CoP should be the champion of all ADB's knowledge products.
• CoP should be the screening station for all the consultants' output before we can adopt them and brand or recycle them for use as ADB's knowledge product.
• Use the committees for formal and CoP for informal aspects.
• Need to understand first what is meant by the 'tension' in the question.
• The relationship between formality and informality is tenuous. The two are not necessarily contradictory. CoPs thrive on a spirit of voluntarism but require also structured approaches to work.
• The CoP should be a body for professional development in a particular sector and it should be an open forum and not an exclusive club where members are selected by nomination or recommendation. However, this is sadly the practice in Energy CoP. The CoP should not be a decision or policy making body on thematic topics. These should be handled by concerned departments and they can consult CoP on technical matters. Then CoP can appoint a sub committee to study a particular topic and report back to the CoP. The CoP chair should then finalize the findings of the subcommittee and report back to the management.
- Establish small thematic group with some support from budget support.
- There is no tension between formal and informal CoPs, but both should have an agenda to produce outputs that will benefit members as well as ADB.
- Organize more events where the broader community can participate.
- Create an avenue where the two can meet.
- CoPs need to have definite ToRs and their outputs and activities clearly linked to actual outputs and activities of ADB whether lending or non-lending.
- The formal committee structure and functions should be revisited. The committee memberships should allow more technical level staff who can bring in problems and issues directly to the committee for joint problem solving.
- Events should be run informally but information and knowledge to be shared should be better structured using ICT tools.
- Both networks need to be recognized as a way of learning by management.
- Role of both networks needs to be part of the work plan.
- Open to any staff interested in the subject - no matter their backgrounds or title is.
- CoPs can organize its meeting in both formal and informal ways.
- Generally CoPs are more informal in nature than other activities conducted in ADB.
- More external participants could help.
- Formal presentations/workshops plus some informal social gatherings.
- Both networks should open their doors to all willing participants.
- Limit the recourse to formality.

25.e Three ways the Knowledge Management Center can assist the CoP.

- RSDD-KM can assist in budget requirements, branding and logistics.
- RSDD-KM can take care of compilation and dissemination of information, provide link with professional activities outside ADB.
- RSDD-KM can provide research support.
- RSDD-KM can provide administrative/secretariat support.
- Encouragement from SD and DG.
- Management should give more opportunities for learning for development.
- Be more open to suggestions and criticism, organize more external trainings, not just within ADB, and engage external experts to share experience and knowledge.
- Formal recognition of the PAU Heads Network/Portfolio Management CoP.
- To provide support to obtain CoP budget from BPBM.
- Attend regular PAU Heads Network/Portfolio Management CoP meetings.
- ICT.
- Provide CoP administrative management.
- Give an overview of material quality assessment.
- Assist in spicing up CoP meetings.
- Provide regular knowledge products.
- Invite external resource speakers.
- Assist in compiling best practices.
- Assist in compiling CoP evaluation and feedback.
- Help the CoPs in ICT tools related issues, helping CoPs to improve capturing and sharing of knowledge with training and skill development of chairs and members.
- Assist in linking publications to CoPs.
- Assist in improving communications.
- Facilitating, but leaving work to CoPs.
- Come-up with basic guidelines in running CoPs with room for flexibility depending on CoP's creativity and level of pro-activeness so that all of ADB's CoPs will have the same level of standards and will have a clearer mandate of their existence.
- RSDD-KM can assist by breaking the monopoly of one individual in leading the activities of the CoP Social Development and GAD.
- Some of the CoPs are probably not that well designed or attractive to use, so perhaps the whole CoP production process needs to be better managed, not only from the technical point of view, but in terms of user interface and content organization.
- RSDD-KM can remind staff of key events. Provide a catalogue and access to on-line knowledge resources.
- Facilitate CoP's knowledge sharing activities.
- RSDD-KM can consolidate sector information available.
- Produce technical notes and toolkits for dissemination.
- Involve professional staff through proper incentives and rewards into knowledge management.
- Assist in IT making the IT services more attractive and easier to use. Provide resources for ADB staff to participate in events externally and to bring new knowledge into the CoP. Support to publish internally and more importantly externally.
- Update policies and strategies, website and hold workshop/seminar as much as possible.
- Provide information related to the specific work challenge
- Share the knowledge products as a sample.
- Work closely with the CoP members.
- Access to customized knowledge search engines relevant to CoP and assist in the inventory of relevant knowledge centers/experts - external to ADB; may include an inventory of the existing "what" and "how" of knowledge products within ADB-current and ongoing.
- Knowledge management should be rooted in RDs and specific issues that ADB is wrestling with concerned DMCs. There are a lot of issues on the ground and KM
has to be relevant to day-to-day work.

- Be involved, provide latest knowledge for a particular related area and give comments on CoPs events.
- Urban and water CoPs have good information management. Perhaps having a library for water publications in separate room with all the relevant information there.
- RSDD-KM needs to be expanded to provide effective support to CoPs. For too long everything is run on a shoe string budget with little effectiveness. RSDD-KM could provide some guidance to CoPs on building and disseminating knowledge. OIST needs to be involved to help with the storage and accessibility of information.
- Update the c-cube.adb.org site to include more information on other available C-Cube sites; provide a direct link /virtual name for the C-Cube Tutorial site (qp-train) for easy name recall and accessibility by users (similar to estartutor.adb.org). RSDD-KM can provide updates in ADB Today to encourage use of the C-Cube tools.
- Increase knowledge products to support IFI activities and other development partners in similar sector CoPs, etc.
- Structure the CoP’s TOR, roles, responsibilities and clearly framed members/networks as suggested above (d).
- Guidelines be prepared that CoP needs to prepare "business plan", long-term visions, mid-term strategic approach along the LTSF, and action plans yearly basis.
- Make some specific guidelines on what the CoPs members could contribute on the various thematic sectors that ADB is involved.
- Regular consultation and feedback.
- Facilitating e-mail communication, preparing minutes, and providing us with other CoP’s way of doing (as good practices).
- Recognize the External Relations Community of Practice as a formal CoP.
- Provide staff with skills to support the coordinator.
- Recognize the work of the coordinator and members who participate actively.
- RSDD-KM should facilitate an increase in funding support.
- Provide, share, and champion the use of the latest technology, advancement or improvement in each field of interests; put CoP in the hot sit to squeeze their brain out. This could mean, that they will be the final reviewer of consultants works; facilitate regular interactions between CoP and the research institutes and practical professional to narrow the textbooks vs. practice gaps.
- RSDD-KM should share CoP best practices, provide administrative support.
- Develop basic principles in managing CoPs.
- Assess effectiveness of CoPs for better management.
- Share good practice in managing CoPs.
- RSDD-KM can do much to assist CoPs but probably needs to be better resources too. Notwithstanding, it can for instance help find ways to link CoPs to ADB's
Appendix 3

- Provide a caucus (forum on learning) that advances CoPs based on sharing and discussion of their innovations and discoveries.
- Link CoPs to networks of practice.
- Formulate training programs in knowledge management and learning, for instance on learning in teams, learning from evaluation, and reflective practice.
- Make available knowledge solutions in strategy development, management techniques, collaboration mechanisms, knowledge sharing and learning, and knowledge capture and storage.
- RSDD-KM should create an operating procedure for all the CoPs and monitor the activities of the CoPs. At present, different CoPs operate in different ways depending on the preference of CoP chairs.
- Select high profile CoP activities to publish; develop some toolkit based on the CoP activities and organize information/experience sharing activity among different CoPs.
- Many CoPs are dormant. RSDD should monitor frequency of events/meetings.
- Some CoPs don't have a clear agenda. RSDD should oversee this.
- RSDD-KM should provide funding to invite external partners and hold conferences.
- Provide information on successfully run CoPs.
- Provide Support regardless of department.
- Help share knowledge to DMCs; dissemination through workshop and trainings.
- Get clear mandate and guidance from Management/senior staff on what CoP is expected to do, e.g. what advice would they want what outputs would they want delivered etc.; allow resources to CoPs to conduct surveys on their own to elicit views from staff on how they can function better and ensure better participation; help highlight and disseminate activities and outputs of CoPs.
- Organize a workshop to discuss "committees", not "CoPs" to learn from successful committees.
- Analyze the current way CoPs communicate and share knowledge, including that of external partners.
- Send a top-notch knowledge management consultant to each committee to train on a range of methods for good knowledge management to update the ADB senior level staff.
- Assist in knowledge-sharing events in the K-hub for book launches involving the relevant CoPs, encourage joint activities between CoPs, and publicize networking activities of CoPs to encourage higher staff participation.
- Provide necessary resources, tools, and assist in communication with management.
- Provide budget to invite external speakers.
- Conduct courses/awareness pertaining to knowledge management. Most staff still does not understand the concept and components.
• Assist in developing/applying IT tools for sharing best practices etc.
• Provide resources to initiate more CoP activities.
• Provide resources/funding.
• Upgrade software.
• Disseminate relevant knowledge products to members.
• Promote exchange among different CoPs.
• Assign one person to work with CoPs.
• Streamline knowledge products production procedures.
• More direct support to Resident Missions.

25.f Recommendation to strengthen CoP effectiveness.

• Use relevant collaborative technologies that are more user friendly than C-Cube.
• Focus on innovative approaches to give confidence to the professionals to go off the low risk, beaten path. Filter presentations that do meet this aspect.
• Key roles should be defined.
• Better usability of the network.
• Relax.
• Greater recognition of effort from management. Frankly, discussion/feedback should not be punished.
• Include a section on PAU Heads Network/Portfolio Management CoP in COSOpedia.
• Allow more time from staff to invest.
• Partnerships with other external bodies.
• More informal get together after office hours.
• CoP leaders should have time to devote to CoP activities and not be forced to adopt an ad hoc approach to managing CoP life.
• The relationship between Committees and CoPs needs clarification.
• Network with other (non-ADB) similar CoPs to share best practices and good ideas.
• Align incentives with what you hope to accomplish, and recognize that formal structures often inhibit the activities they are nominally trying to promote.
• Organize a CoP sector retreat including the resident mission staff.
• Proactive and better sharing and provision of on-line access to knowledge resources.
• Identify topics that would be useful to different categories of staff and linked to their common work program outputs.
• Provide incentives and rewards for participation and contribution.
• Formalize a work agenda of tasks for the CoP to achieve. Formalized and recognized roles in helping ADB develop its strategies and plans.
• Recognize staff contribution to the CoP in PDPs. Some supervisors give no
Appendix 3

recognition because they do not know what staff has contributed.

- CoP needs to have better communication with its members and provide individual supports to their work challenges.
- Convince managers of the value of peer reviews.
- Have at least once a year CoP retreat focused on current or emerging issues - bringing together both ADB and external expertise. Holding of the retreat could be rotated between ADB HQ and other relevant knowledge centers.
- Regular meetings/interfaces with the members of the CoP.
- Provide more good show cases and exchange of experience.
- If the CoPs had more resources they may be capable of bringing more expert speakers.
- CoP should have an agreed plan of action for activities during the year. Some appropriate level of funding to support key activities should be provided by the Bank. Consideration should be given to have some dedicated staff to work full time for each CoP. It is too dependent on stretching the commitment of the most enthusiastic staff.
- ADB should make it a priority for staff to be part of it, and ADB today should give more importance on the CoP activities in the Bank, since it is the official newspaper for ADB staff and management.
- Management's support for operating CoP Committee/Networks knowledge productions or disseminations.
- Clear mandate of CoPs how their works contribute to ADB vision e.g., (i) CoP supposed to network based on interests only, (ii) CoP supposed to spearhead sector knowledge with technical expertise, internally and external clients in Asian DMCs, and (iii) CoP supposed to share the best practices and ongoing projects but not leading in its technical expertise.
- There should be strong and effective moderators of various CoPs. They should be the one to harness great minds within their purview.
- Make sure that the CoP administrators will make their team members understand the whole concept of why this CoP came about. I myself experienced being a team member of our CoP but I did not quite understand what is the purpose of the whole process because I was just involved in updating, I do not even understand what I will update. I could have been given a walkthrough of the system.
- Should be linked to the needs of the sector - both present and future needs.
- Promote the activities to the group.
- Promote open line of communication on all sides.
- Clarifying demarcation of tasks between the CoP and the corresponding RSDD Division.
- Set resources for regular learning events on key issues.
- Promote CoPs as an integral part of ADB.
- Have a CoP Day to raise awareness.
- Make it an requirement for staff to join CoPs parallel to their expertise.
- Make full use of the CoPs. There are many of them in ADB and they all have unique background and experience from almost all of Asia's life spectrum. Where else can you find such a diversity and vast background? Why not make the utmost of it rather than obtaining the knowledge from the consultants? This is a challenge!
- Define objectives for CoPs more clearly, identify CoP member expectations, allow CoPs to evolve as they wish.
- Management must offer better support. One of the hardest things for organizations to recognize is that if they install teams, they need to reward based on teams. The team's performance management system should reward interdependence and mutual accountability. Ways to evaluate and reward contributions to collective, not individual, goals can include cash and noncash awards.
- The present arrangement of establishing CoPs should be completely overhauled. ADB should carefully study how the sector boards operate in the World Bank group.
- The CoPs should be More structured and accountable.
- Collaboration of Water CoP with other CoP (e.g. agriculture, energy, etc) will attract more participants as water is a crosscutting sector.
- CoPs with an agenda can provide a timeframe to enable members to contribute, rather than simply attend events.
- Support members’ learning and development activities.
- Promote openness and acceptability of other members.
- Support and involvement from/of Regional Departments.
- Incentive to participate must be improved. This can only be done if there is clear signal that CoP activity is going to be recognized and utilized by ADB.
- Recruit a committed CoP coordinator.
- More regular networking events. Typically if the coordinator is too busy, events may be infrequent. Hence, some support from KM Center may be needed to sustain regular CoP activities.
- CoPs should avoid exclusiveness.
- Share info regularly and follow-up.
- Invite management to listen to CoP activities - not to tell staff what to do, but really to listen and observe.
- There is a need for greater leadership both at management and ‘working’ level. CoPs need staff dedicated time, not just as occasional contributors but to lead the day to day activities and ensure that CoPs meet all potential functions (identifying, creating, storing, sharing, and using knowledge). ADB does not recognize this requirement and therefore benefits gained are so far limited (in some CoPs scarce).
- Members should receive current event/global news relevant to CoP.
- Allowing sufficient resources to have exchanges (trips) to other MDBs (for a sufficient number of CoP members and not just the leads) and learn from
like-minded CoPs. These are particularly important for governance and PFM work.

- Leadership, leadership, leadership.
- The CoPs need to engage and empower its members.
- The CoPs need to meet more frequently.
- There should be identified resource persons.

26. Relationship between one's CoP and any of the regional knowledge hub.

27. One's description with regards to CoP.
28. Length of time involved in CoP.

29. Involvement in face-to-face CoP activity.

![Bar chart showing frequency of internet-based CoP activity involvement]

31. Years of experience that relate to one's respective CoP.

![Bar chart showing years of experience]
CoP Survey Questionnaire and Responses
(Non-Participants)

1. CoP capture and store relevant knowledge so it can be easily accessed and applied.

2. CoP builds knowledge sharing and learning into work life.
3. CoP strengthens collaboration across offices, departments, and units.

![Bar chart showing the responses to the statement about the strengthening of collaboration across offices, departments, and units.]


![Bar chart showing the responses to the statement about the linking of knowledge management to improved performance.]

5. CoP becomes more adept at strategy development.

6. The value of CoPs.
7.a  Factors that limit your ability to participate in your CoPs.

7.b  What motivates people to participate.
7.c Attracting new participants.

- Organize events for new members so that they have an opportunity to socialize with each other.
- Measures need to be explored to actively involve staff posted in RMIs as they are the front of the institution and actively interface with DMCs, clients and development partners.
- Create more awareness in simplified form for general understanding.
- Make CoPs more interesting.
- Make CoPs more open to non-CoP members and regularly feed information to them.
- Ensure that members effectively participate.
- The CoP’s should actively invite staff to participate in their activities. C-Cube CoP sites are helpful if they are regularly updated with information that is relevant to members.
- Recognize participation and contribution in CoPs.
- Open up CoPs to those that are interested in the area but might have not sector experience.
- Create cross-functional groups. For example, procurement for water projects, capacity development for water projects.
- Provide Incentives to those activey participating in CoPs.
- To illustrate the difference between the information posted on CoP C-Cube and the information posted on the ADB internet and intranet.
- Conduct a townhall meeting each week to present each CoP.
- Pick current work challenges for discussion and solution.
- Set up new CoPs (there is none for economists!) but also give staff the time to prepare for them (and include it in the PDPs).
- Do CoPs include local Administrative Staff that has pre-ADB experience in a CoP field but has not been using it in ADB now because of one’s current position in the organization? If the answer is yes, then obviously, it will attract new participants.
- Should be open to all sector professionals, no matter what ADB department they are. Therefore, it’s important not to make the group exclusive.
- Incorporate incentives.
- Make the activities of the CoPs open to all.
- Promote the advantages of CoP in easy to understand words.
- Link their activities to bank-wide required activities, such as the corporate results framework.
- Have a CoP Newsletter (online! No need for more glossies in the Bank) that showcases what information is available from them.
- Heighten awareness of activities, schedules, resources, etc. Keep activities/information short and straightforward to make efficient use of time and energy. Design activities in such a way that one’s participation will be a rewarding and worthwhile experience.
- The CoPs should conduct more outreach. CoPs should promote what they do. Staffs needs to know what’s in it for them if they join a CoP or use its outputs (if they can be found).
- There should be a Communication plan to ensure everybody understands the initiative as well as why and how to participate.
- The CoPs should offer something which is not available with Google search/WB/Wiki.
- Find a way to improve the involvement of Resident Missions staff that are the more positive in general but distance and time differences with Manila prevent them to participate.
- More concrete advertisement and case studies of successful CoPs.
- Provide full information about CoPs.
- Make a list of existing CoPs and instructions on how to join and participate.

8.a CoPs can become better at identifying, creating, storing, sharing, and using knowledge.
8.b  ADB support to CoPs to identify, create, store, share, and use knowledge.

8.c  ADB's approach to achieve CoP purpose.
8.d Ways to reconcile the tension between formality and informality in CoPs.

- Respect the fact that CoPs are organized on a voluntary basis, and the legitimate status (position) of CoP members should be established through their contribution to the community.
- The CoPs should remain a discussion body for sharing of ideas.
- Simplify the context of the existence of formal and informal CoPs.
- Expand the network and commit to them with a concrete work plan. Non members are not aware of what they are supposed to do.
- It has to be formal but flexible.
- CoPs should have senior persons lead in the CoPs to be able to influence the group.
- Give them funding, enough staff time, and let them run with it (i.e., do not try to produce measurable outputs!).
- Informality should be interpreted as encouraging.
- Formality should be interpreted as being relevant.
- Change the way CoPs are advertised.
- The participation of members of the CoP should be recognized in the PDP. Perhaps DG, CoP leaders can provide inputs to the PDP of the active members of CoP.
- Encourage gatherings outside the formal meetings. Someone can pose a topic for discussion, then find a venue where interested staff can join in an informal discussion.
- Get project charter approved upfront. Why CoPs?
- Make the roles and responsibilities clear and agreed by all concerned upfront.
- Get the right project organization structure.
- People selected for CoP leadership should be able to truly lead.
- Management decision is needed.
- You need to have people with both strong technical skills and an interest in building/sharing knowledge and developing others leading CoPs. Structure is less important than leadership, expertise, and attitude.

8.e Ways ADB's Knowledge Management Center could assist CoPs.

- Provide general guidelines in terms of how to organize and assess CoP activities more effectively.
- By getting the CoP access to latest developments in the external world.
- Provide in-depth understanding and information relevant as and when needed.
- Organize the CoPs more tightly.
- Ensure compulsory participation; ensure it forms part of the staff performance; ensure it is used.
- RSDD-KM should suggest ways to improve CoP participation. Assist in organizing
events.

- Disseminate information about new CoPs.
- Establish and disseminate best practices to run and administer CoPs.
- Stronger secretarial role/assistance; table topics of interest that are relevant to work; circulate publications to CoPs.
- Try and push management to set up more CoPs - we don't even have a group on the financial crisis.
- Provide budget support.
- Provide a means of storing new knowledge or ideas emanating from the CoPs. Even just a record of minutes of their meetings will be much welcome; inventory of existing knowledge within the Bank in each CoP area; keep an updated list of existing expertise in the Bank for each CoP area.
- Outreach support. For CoPs that wish to publicize their events, KM Center can help make things happen faster.
- Apply project management concept, e.g., scope, integration, time, cost, quality, human resources, communication, risk management.
- Very difficult task given the limited human and knowledge resources of RSDD-KM.
- Aside from lobbying for more time, ensure that RMs are able to participate in CoPs and CoP activities.
- Information sharing, more communication, and introduction of successful case studies.
- Information sharing.

8.6 Recommendations to strengthen CoP's effectiveness.

- Top management should buy in the idea of CoPs and really give substantial support to CoP members.
- Active dissemination of information to all stakeholders (not just ADB staff or CoP members) is very necessary.
- ADB should support the CoPs to become more active in terms of budget and HR management.
- Affiliation has to be enforced.
- Make CoPs known.
- Recognize contribution to CoPs.
- Run annual events.
- There is no CoP for economists.
- Involves support staff participation also.
- Run by the right people for the interest of the bank as a whole, not for any individual work unit or person.
- Provide quality products and services based on the sound infrastructure.
- Communication is also the key.
- ADB’s incentive structure needs to change to motivate people to create value from knowledge, not for personal development (as it is at present), but for the greater benefit of Asia and the Pacific.
- Resource them properly or stop doing it.
- Know my own responsibilities and others’ responsibilities.

9. Years of experience that relate to a CoP’s sector or theme.