

ADB's Knowledge Agenda

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KMAP aims to address the Knowledge Solution Evaluation findings

1

Meeting the business goal

While ADB is advancing, it is not yet ready to meet the goal of generating more integrated knowledge solutions as outlined in Strategy 2030.

2

ADB's culture and business model focus on volume and efficiency

ADB often lacks space for deep analysis, debate, and innovation to develop integrated and tailored knowledge solutions for and with DMCs.

3

ADB has strong silos

Silos lead to internal competition for resources, limiting multidisciplinary teamwork within and between operations departments.

4

Systems to generate quality of Knowledge Products and Services can be improved

Improve quality control, separate compliance from quality control, staff learning, connect knowledge teams and units and use digital tools better to harvest and apply knowledge.

5

ADB's results framework needs to measure how processes and culture are changing

Further work is needed to systematically measure knowledge processes and knowledge solutions.

The new knowledge management action plan addresses 5 key issues based on gap analyses and IED findings

ADB needs to:

1 Move from focus on counting knowledge products to providing knowledge solutions to clients.

2 Reduce knowledge silos, connect people, and increase collaboration.

3 Enhance relevance and quality of knowledge along the KM cycle.

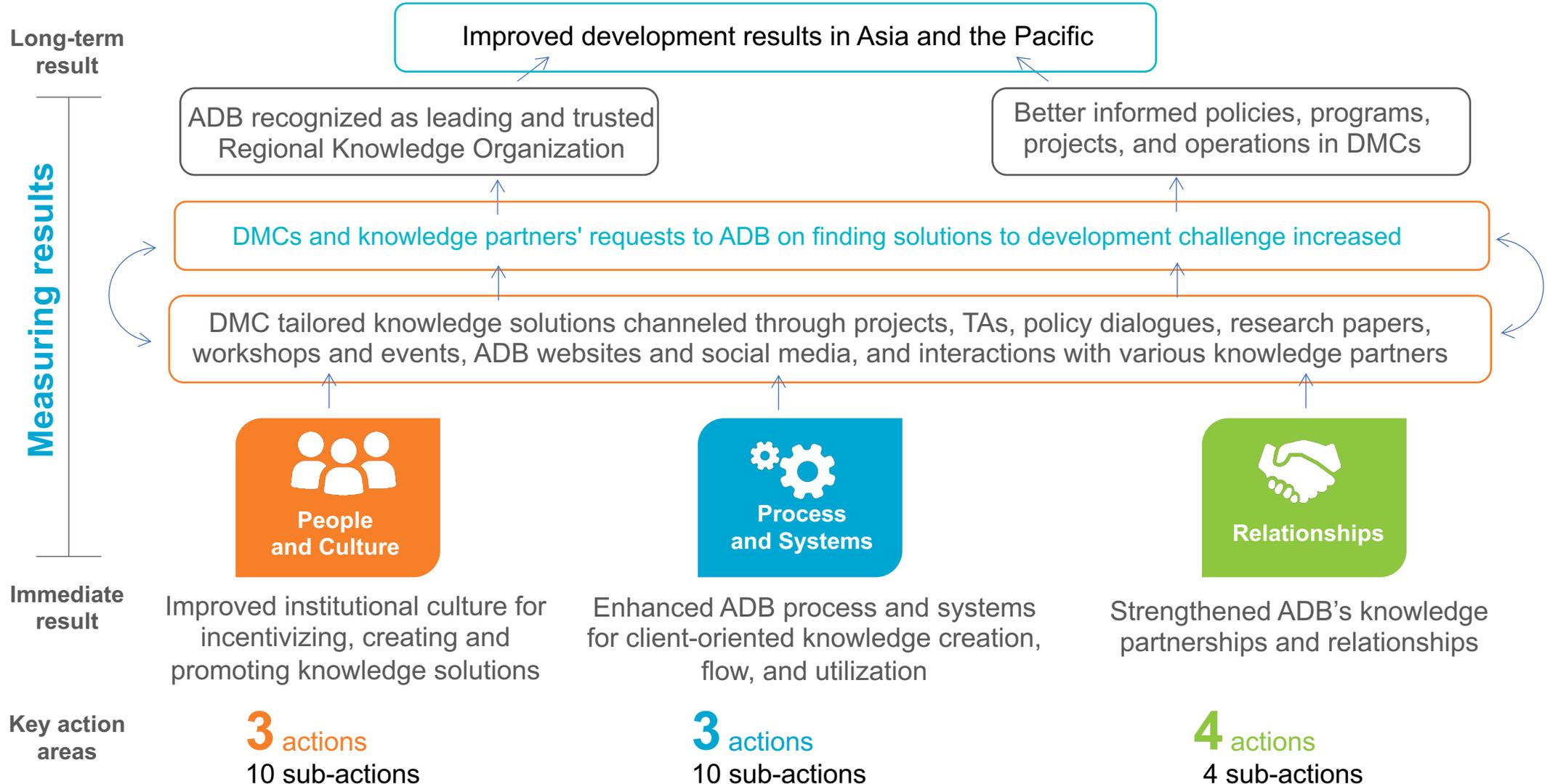
4 Strengthen country teams' including Resident Mission's KM capacity.

5 Optimize contribution and learning of staff, consultant, partners to the organization



4. What is the Knowledge Management Action Plan 2021-2025?

ADB's KMAP is underpinned by a theory of change



ADB approved a new Knowledge Management Action Plan in 2021 that aims to bust silos.



The plan aims to achieve :

- Move from counting knowledge products and services to providing knowledge solutions that clients need.
- Reduce knowledge silos, connect people, and increase collaboration.
- Increase the relevance and quality of knowledge.
- Strengthen the capacity of country teams, including resident missions, to manage knowledge and strengthen relationships.
- Optimize the contribution and learning of staff members, consultants, and partners to benefit the bank.

The plan recognized the importance of organizational culture.

KMAP will significantly increase ADB’s impact in the region as a **solution provider and increase client satisfaction.**

KMAP enhances **effective collaboration** within the bank and with external clients so that constraints from organizational silos are reduced, and quality of knowledge work is improved.

The plan makes knowledge work **attractive**, which will enable life-long learning for employees and the organization.

3
pillars



People and Culture

1. Align the KMAP with culture transformation initiatives
2. Recruit, develop, foster and incentivize staff members with relevant knowledge management competencies
3. Implement the innovation framework

10
actions



Process and Systems

1. Strengthen country knowledge programming
2. Create a connected enterprise knowledge network
3. Strengthen and clarify measures to guide teams in developing quality knowledge products



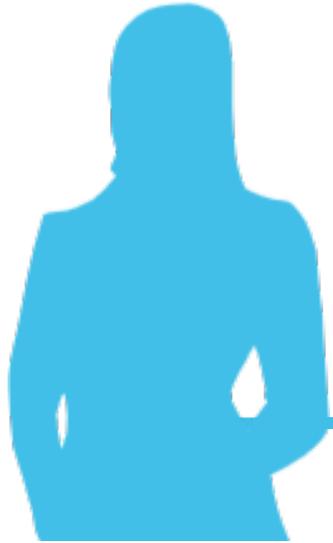
Relationships

1. Create a culture of collaboration through strategic and efficient knowledge partnerships
2. Strengthen the resident missions’ role in advancing relationships.
3. Strengthen relationships between different ADB functions and foster a “One ADB” approach.
4. Nurture relationships with international financial institutions and other intergovernmental organizations on knowledge management.

5
principles

1. Differentiated approach: Knowledge services across DMCs consider different needs.
2. Balanced: Demand and supply driven and top down and bottom-up knowledge services are balanced.
3. Culture and learning driven: The importance of organizational culture and learning is recognized.
4. Technology-enabled: Information technology is leveraged and used well.
5. Results focused: The results of knowledge work are measured.

The plan takes a user-centric approach



How do we make knowledge available when it is needed?

People and Culture

Life-long learning as ADB culture

Process and Structure

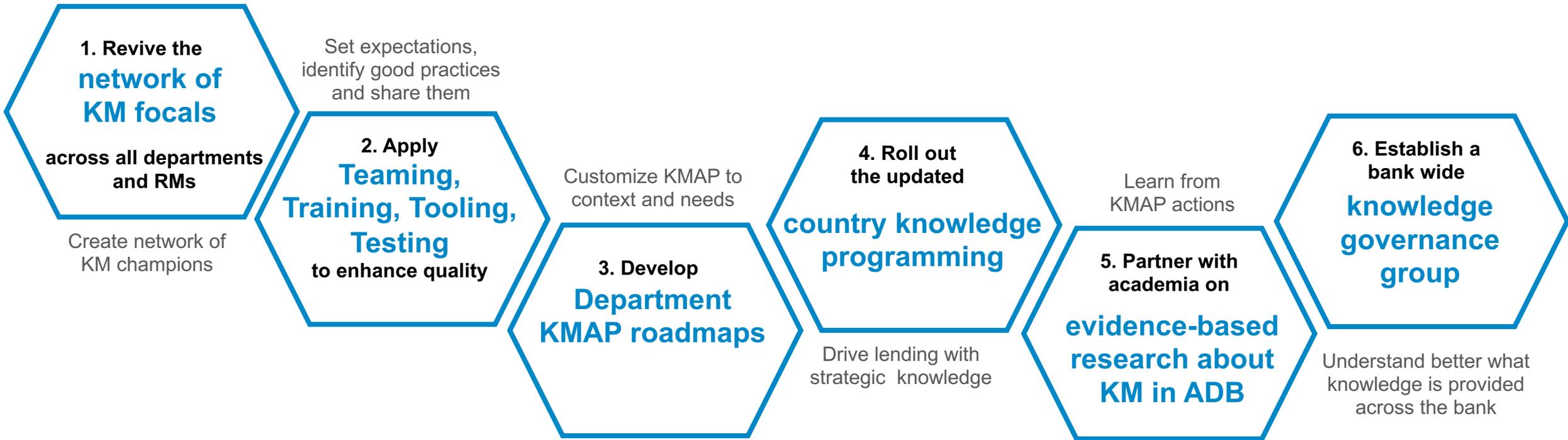
Efficient knowledge management platforms

Country-focused processes

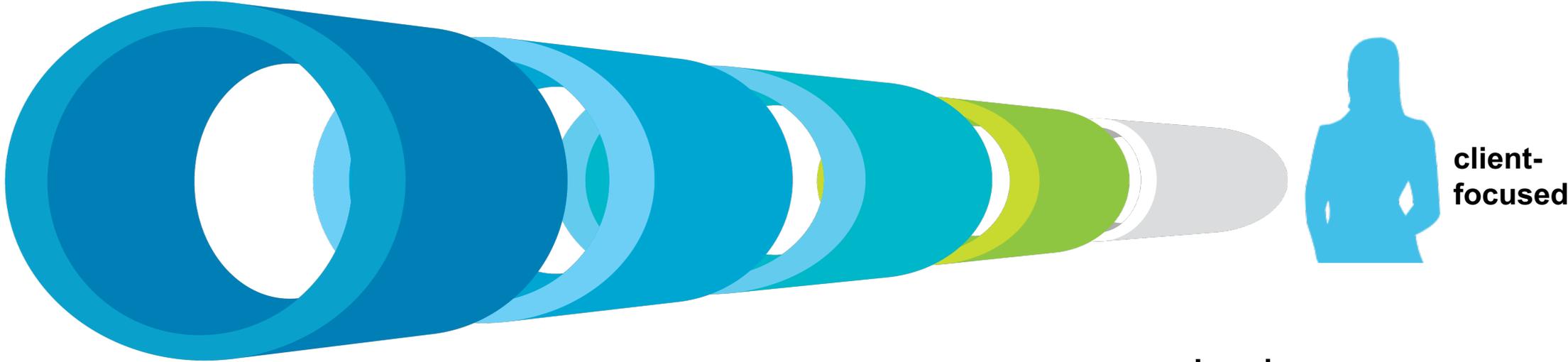
Relationships

Collaboration and partnerships within the organization and outside

KMAP serves as a Standard Operating Procedure to create a more systematic approach for KM at ADB



Knowledge exchange needs to happen at global regional, sub-regional and local levels



Global

- Socialprotection.org as online member-based knowledge sharing and capacity building platform on social protection issues

Regional

- Regional Hub to Improve Domestic Resources Mobilization and Tax Cooperation
- Korea supported-Asia and Knowledge Partnership Trust Fund supported knowledge exchange eg on tech start up ecosystem dev

Sub-Regional

- The Policy Actions for COVID-19 Economic Recovery (PACER) Dialogue
- Asia Pacific Futures Network

Local

- Building knowledge management capacity of the National Economic Development Agency of the Philippines

Thank you!

Check out:

<https://www.adb.org/>

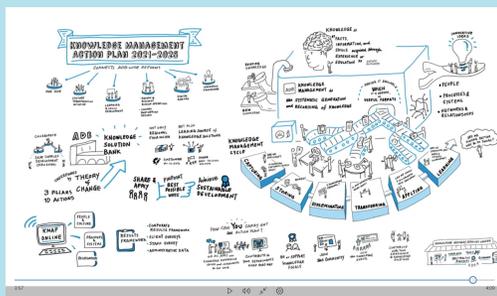
<https://blogs.adb.org/>

<https://development.asia/>

<https://techforimpact.asia/>

<https://www.linkedin.com/company/asian-development-bank/>

<https://www.linkedin.com/showcase/76960072/admin/>



KMAP
explainer video

<https://bit.ly/3sz6gjW>



<https://www.adb.org/sites/default/files/institutional-document/687581/knowledge-management-action-plan-2021-2025.pdf>

KMAP's implementation status



People and Culture

1. Align the KMAP with culture transformation initiatives
2. Recruit, develop, foster and incentivize staff members with relevant knowledge management competencies
3. Implement the innovation framework



Process and Systems

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2. Create a connected enterprise knowledge network
3. Strengthen and clarify measures to guide teams in developing quality knowledge products



Relationships

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3. Strengthen relationships between different ADB functions and foster a "One ADB" approach.
4. Nurture relationships with international financial institutions and other intergovernmental organizations on knowledge management

- ✓ CTI value identification ongoing
- ✓ Innovation hub to be launched in Q4 2021

- ✓ CKP expanded to 10 DMCs
 - ✓ CKP manual being drafted
 - ✓ COBP process being refined
 - ✓ RM review adopting CKP principles
- ✓ EDRMS under design
- ✓ K-Nexus to be upgraded
- ✓ Expanded KMG being set up
- ✓ Knowledge focals identified

- ✓ Review of partnership architecture started
- ✓ RM review implementation working groups established
- ✓ IFI KM working group, ADB updated provided
- ✓ KM ISO certification due diligence ongoing