ADB’s Knowledge Agenda

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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.

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.

ADB has strong silos

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

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.

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.

KMAP aims to address the Knowledge Solution Evaluation findings
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**

- **Long-term result**
  - Improved development results in Asia and the Pacific
  - ADB recognized as leading and trusted Regional Knowledge Organization
  - Better informed policies, programs, projects, and operations in DMCs
  - DMCs and knowledge partners’ requests to ADB on finding solutions to development challenge increased
  - DMC tailored knowledge solutions channeled through projects, TAs, policy dialogues, research papers, workshops and events, ADB websites and social media, and interactions with various knowledge partners

- **Immediate result**
  - Improved institutional culture for incentivizing, creating and promoting knowledge solutions
  - Enhanced ADB process and systems for client-oriented knowledge creation, flow, and utilization
  - Strengthened ADB’s knowledge partnerships and relationships

**Key action areas**

- **People and Culture**
  - 3 actions
  - 10 sub-actions

- **Process and Systems**
  - 3 actions
  - 10 sub-actions

- **Relationships**
  - 4 actions
  - 4 sub-actions
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.

KMAP Summary video: https://www.youtube.com/watch?v=m2FbJFPMX_8
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 lifelong learning for employees and the organization.

The plan recognized the importance of organizational culture.
The plan takes a user-centric approach

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

How do we make knowledge available when it is needed?
KMAP serves as a Standard Operating Procedure to create a more systematic approach for KM at ADB

1. Revive the network of KM focal across all departments and RMs
   - Set expectations, identify good practices and share them

2. Apply Teaming, Training, Tooling, Testing to enhance quality

3. Develop Department KMAP roadmaps
   - Customize KMAP to context and needs

4. Roll out the updated country knowledge programming
   - Drive lending with strategic knowledge

5. Partner with academia on evidence-based research about KM in ADB
   - Learn from KMAP actions

6. Establish a bank wide knowledge governance group
   - Understand better what knowledge is provided across the bank
Knowledge exchange needs to happen at global, regional, sub-regional and local levels.

**Global**
- Socialprotection.org as an 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 e.g. on tech start-up ecosystem development

**Sub-Regional**
- Asia Pacific Futures Network

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

Client-focused
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

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

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

- 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

KMAP Tracker: https://asiandevbank.sharepoint.com/x:/t/org_sdcc_ks/EeP5IsP09QxKtWoX1BHPx0EBIG422Jju5svhk6CK5d_OZA?e=Cd5x1L