ADB

KNOWLEDGE ASIA
from ideas to impacts

Knowledge Management Directions and Action Plan (2013–2015):
Supporting "Finance ++" at the Asian Development Bank

Asian Development Bank

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Note:
In this publication, "$" refers to US dollars.

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Contents

Foreword

Ending poverty in the Asian Development Bank's (ADB) developing member countries (DMCs) takes place in a world of heightened interaction between intensified globalization; advances in new knowledge, technology, and innovation; and increasingly complex development challenges and opportunities. Thanks to more efficient use of resources and successful adaptation of technology, living standards in Asia and the Pacific have increased rapidly. However, these gains have not been equal. DMCs have dramatically different levels of global competitiveness, technological readiness, innovation, availability of research and training services, and higher education and training. Those DMCs less able to mobilize and deploy their own knowledge—or access external knowledge and apply it in a timely manner—will risk falling farther behind.

Applying our collective know-how to solve complex development challenges is key for achieving lasting development results more quickly and making our vision of a flourishing Asia and the Pacific a reality. Our long-term strategic framework, Strategy 2020, identifies "knowledge solutions" as a driver of change for stimulating growth and synergizing broader assistance in our operations. Strategy 2020 mandates us to develop, mobilize, and apply knowledge solutions from which we distill and disseminate lessons, and to share knowledge in ways that have immediate impact and are a catalytic force for helping the poor. Our goal is to turn knowledge solutions into a comparative advantage for the institution to benefit of DMCs.

The experience gained under ADB's Knowledge Management Action Plan (2009–2011) provides a solid foundation for evolving ADB's knowledge solutions under this new Knowledge Management Directions and Action Plan (2013–2015). By strengthening our knowledge management, our aim is to offer "finance ++": a superior combination of ADB's own finance *plus* leveraging resources through partnership *plus* providing knowledge to DMCs to maximize and accelerate development effectiveness.

Going forward, ADB's knowledge solutions must be a clear response to priority development challenges facing DMCs, individually or collectively. They need to involve DMCs in both the planning and implementation of the knowledge solutions, as well as assist DMCs in identifying and improving understanding and appreciation of their current and future challenges, the contexts from which the challenges emerge and will likely be addressed, and the risks and opportunity costs of not addressing the challenges. Knowledge solutions are also needed to help DMCs identify and apply more advanced and feasible approaches to overcome their challenges—using all channels of ADB assistance—and contribute toward developing DMC capacity for knowledge solutions.

The knowledge management directions and action plan set out in this publication focus on prioritizing and implementing knowledge solutions; enriching the quality of ADB and DMCs' knowledge capabilities for development effectiveness; advancing ADB's knowledge assets,

information systems, and communications; and empowering and resourcing high-quality knowledge solutions. They are derived from an extensive consultation process in and outside ADB.

This new Knowledge Management Directions and Action Plan (2013–2015) recognizes the special relationship between ADB and the ADB Institute (ADBI). For the benefit of DMCs, ADB will continue to explore opportunities for collaborating closely with ADBI. This is to achieve a rational division of labor based on professional comparative advantage and the highest degree of complementarity and synergy.

I am confident that by fully applying the new knowledge management directions and action plan, ADB will become a stronger knowledge institution for development across Asia and the Pacific. We will strengthen the quality and development effectiveness of our knowledge capabilities and those of the DMCs. This will ensure ADB and the DMCs are at the forefront of economic, social, technological, and policy innovation processes and practices that make development work in DMCs, *from ideas to impacts.*

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Abbreviations

ADB	-	Asian Development Bank
ADBI	-	Asian Development Bank Institute
ADF	-	Asian Development Fund
BPMSD	-	Budget, Personnel, and Management Systems Department
CAREC	-	Central Asia Regional Economic Cooperation
COBP	-	country operations business plan
CoP	-	community of practice
CPM	-	country programming mission
CPRM	-	country portfolio review mission
CPS	-	country partnership strategy
CSR	-	corporate social responsibility
CWRD	-	Central and West Asia Department
DEfR	-	development effectiveness review
DMC	-	developing member country
EARD	-	East Asia Department
ERD	-	Economics and Research Department
ICT	-	information and communication technology
IED	-	Independent Evaluation Department
KSSC	-	Knowledge Sharing and Services Center
OCO	-	Office of Cofinancing Operations
OCR	-	ordinary capital resources
OGC	-	Office of the General Counsel
OIST	-	Office of Information Systems and Technology
OREI	-	Office of Regional Economic Integration
OSFMD	-	Operations Services and Financial Management Department
PARD	-	Pacific Department
PPP	-	public–private partnership
PSOD	-	Private Sector Operations Department
RBPSM	-	results-based public sector management
RSDD	-	Regional and Sustainable Development Department
SARD	-	South Asia Department
SERD	-	Southeast Asia Department
SES	-	special evaluation study
SPD	-	Strategy and Policy Department
TASF	-	Technical Assistance Special Fund

Introduction and Background 1

The Asian Development Bank (ADB) has made "knowledge solutions" an integral part of its long-term mission. The motivation behind strengthening knowledge management at the Asian Development Bank (ADB) is to offer "finance ++": superior combinations of ADB's own finance plus leverage of resources through partnership plus knowledge to developing member countries (DMCs) to maximize and accelerate development effectiveness. ADB's long-term strategic framework, Strategy 2020, identified "knowledge solutions" as a "driver of change" for stimulating growth and synergizing broader development assistance in its core and other areas of operations. ADB is mandated under Strategy 2020 to develop, mobilize, and apply knowledge solutions from which it will distill and disseminate lessons, and to distribute knowledge in ways that have both an immediate impact and catalytic force to achieve benefits for the poor. Under Strategy 2020, knowledge solutions may go beyond any individual project, sector, or country to address significant regional public goods (e.g., regional economic integration), including those that will contribute to global public goods (e.g., climate change). ADB's efforts to mobilize and apply knowledge solutions also include integration of knowledge using multi-sectoral, interdisciplinary, and regional approaches, and other work to support ADB's important role to help shape its region's views on medium- and longer-term economic and social development and link them to relatable global dialogue and developments (Box 1).

> **The motivation behind strengthening knowledge management at the Asian Development Bank (ADB) is to offer "finance ++": superior combinations of ADB's own finance plus leverage of resources through partnership plus knowledge to developing member countries (DMCs) to maximize and accelerate development effectiveness**

Box 1   "Knowledge Solutions" at the Asian Development Bank

Broadly, knowledge solutions at the Asian Development Bank (ADB) may include (i) research on major development issues facing Asia and the Pacific and their relation to global economic governance and other major global public goods; (ii) policy advisory services; (iii) country diagnostics and outlook; (iv) economic, sector, and thematic work; (v) technical assistance for preparing, designing, implementing, and evaluating investment operations; (vi) professional and organization capacity development; (vii) improving national/subregional statistical systems; (vii) application of best practices in relation to all of ADB's economic and sector and thematic domains, and pilot-testing of new development policy and approaches to public service delivery, technology, and innovation; (viii) evaluation; and (ix) knowledge sharing and development of national, regional, and inter-regional knowledge networks.

ADB's knowledge solutions may be developed on the basis of ADB's own activities, and in cooperation with developing member countries and/or other public and private development partners from within or outside the region. In the broadest development sense, knowledge solutions encompass activities that span a scale from upstream exploration and initial examination of development issues through the testing and application of new knowledge and assessment of results, and then broader knowledge transfer and its application. This is an interactive process and one where support for knowledge networking is important within each stage as well as to link the various stages into a coherent knowledge solutions process within and among developing member countries.

Source: Asian Development Bank.

ADB is turning knowledge solutions into a comparative advantage for the institution. The experience gained under ADB's Knowledge Management Action Plan (2009–2011) provides a solid foundation for evolving ADB's knowledge solutions under this new Knowledge Management Directions and Action Plan (2013–2015). The earlier plan built on closer coordination and cooperation between ADB's specialized knowledge units and the Asian Development Bank Institute (ADBI).[1] It sharpened the knowledge focus in ADB operations, empowered communities of practice (CoPs),[2] prepared guidelines for knowledge partnerships, and enhanced staff learning and skills development. The operations departments[3] have put in place several knowledge management initiatives to strengthen knowledge content in country and project operations (Box 2).[4] The work of the CoPs has been integrated into ADB's business processes through the peer review of country programs and lending and non-lending operations; and representation in recruitment of international staff. ADB has increased the scope of knowl-

> In the recent past, Management has made important decisions to strengthen ADB's institution-wide knowledge management

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Box 2   Philippines Country Knowledge Plan

The Philippines Country Partnership and Strategy (CPS), 2011–2016, endorsed in October 2011, defines the Asian Development Bank's (ADB) strategic approach in the Philippines for the period, in alignment with the Philippine Development Plan (PDP), 2011–2016, and Strategy 2020.[a] It is based on ADB's comparative strengths, and complements efforts by its development partners. The country knowledge plan for the Philippines, prepared as part of the Country Operations Business Plan (COBP) 2012–2014 further details the knowledge support to be provided to complement finance support under the CPS, including the strategic context for knowledge support, issues and lessons identified by evaluations on knowledge support, the sector and thematic knowledge support identified in the CPS, and medium- to longer-term knowledge support. The underlying principle of the strategy is that to be relevant and effective, ADB support for knowledge solutions must be based on country needs and client-led. Similar country knowledge plans are under preparation in Indonesia, Thailand, and Viet Nam either as part of COBPs or as part of CPS preparation. A country knowledge plan will be prepared for Myanmar as part of initial programming.

[a] The PDP 2011–2016 was released on 27 May 2011 and is currently being revised. The revised version, together with the Public Investment Program, is expected to be available in July 2013. See ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2010*. Manila.

Source: Asian Development Bank.

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[1] The Economics and Research Department (ERD) undertakes research on key development issues, monitors macroeconomic developments, constructs new development indicators, and undertakes country diagnostics. The Office of Regional Economic Integration (OREI) provides economic research and ancillary policy and capacity building advisory services to national and intergovernmental (subregional) entities to foster regional cooperation and economic integration in Asia and the Pacific. The Regional and Sustainable Development Department (RSDD) focuses on the application of new knowledge and technologies in relation to core sector and thematic areas of ADB operations. The Independent Evaluation Department (IED) conducts and disseminates evaluations to help ADB become a stronger learning organization. The Asian Development Bank Institute (ADBI), based in Tokyo, undertakes policy research and capacity building and training that support high-level policy makers and the development of policy research capacity in key central government institutions in the ADB's developing member countries.

[2] A CoP includes a number of staff drawn from operational and non-operational units who should possess expertise and experience in a specific sector or thematic area domain (e.g., water, transport, energy). A CoP provides technical advice for planning and implementing ADB's investment operations. Currently, there are 15 ADB-hosted CoPs: Agriculture, Rural Development, and Food Security; Education; Energy; Environment; Financial Sector Development; Gender Equity; Health; Operations; Public Management and Governance; Public–Private Partnership; Regional Cooperation and Integration; Social Development and Poverty; Transport; Urban; and Water.

[3] They include the Central and West Asia Department (CWRD), East Asia Department (EARD), Pacific Department (PARD), Private Sector Operations Department (PSOD), South Asia Department (SARD), and Southeast Asia Department (SERD).

[4] SERD established its department-wide Knowledge Management Framework in 2010 and launched a "Knowledge First" report in 2011. These are now facilitating the development of DMC-specific knowledge strategies and plans derived from the Country Partnership Strategy (CPS) process.

edge components in its new partnerships. In recent years, ADB's annual meetings have become an increasingly valuable forum for thousands of ADB stakeholders—including the highest governing body in ADB, the Board of Governors—to discuss major development issues, share knowledge and ideas, and engage one another on the results of knowledge programs of ADB and DMCs.[5] ADB has expanded staff training programs in the main sector and thematic areas of its operations. In addition, in 2012, the Independent Evaluation Department (IED) conducted a special evaluation study (SES), Knowledge Products and Services: Building a Stronger Knowledge Institution, the key findings and recommendations of which helped prepare this action plan.

In the recent past, Management has made important decisions to strengthen ADB's institution-wide knowledge management. Toward the end of 2011, ADB consolidated three specialized knowledge units (Economics and Research Department [ERD], Office of Regional Economic Integration [OREI], and Regional and Sustainable Development Department [RSDD]) and the Office of Information Systems and Technology (OIST)[6] under an expanded Vice-Presidency for Knowledge Management and Sustainable Development (VPKM). In May 2012, ADB established a Knowledge Sharing and Services Center (KSSC) to support knowledge sharing, learning, and related support services across ADB and in DMCs. And, ADB's Planning Directions 2013–2015[7] underscore, among other things, that "… knowledge solutions can add significant value to our investment operations, and are critical to development effectiveness." The Planning Directions also called on ADB to, among other things, "… strengthen Communities of Practice and explore opportunities for innovation

and pilot-testing, develop a knowledge results framework to clarify how our knowledge work contributes to the operational quality, formulate a new medium-term knowledge action plan, and explore new and diversified sources of financing for knowledge solutions in ADB's areas of operation."

But there is both a need and potential to do more and to do it with greater development effectiveness. Going forward under this action plan, three characteristics should set ADB apart as a knowledge institution. First, the ways we coordinate and leverage all of our skills, available knowledge, business processes, and partnerships to support the efforts led by DMCs to correctly diagnose and prioritize development challenges and opportunities, and then work closely with them to develop, implement, and evaluate knowledge solutions. Second, the ability to successfully combine or otherwise relate those knowledge solutions to our investment operations and those of our partners, and assist DMCs to achieve more inclusive growth and development in Asia and the Pacific. And third, within the framework of Strategy 2020 build "signature knowledge" areas for which ADB is recognized as a *global leader and partner* in the generation, sharing, and successful application of knowledge solutions for greater development effectiveness.[8]

To make this happen under the Action Plan, we must start by accepting and applying three basic principles. First, every department and office in ADB is in some important way a "knowledge unit" and every staff member a user, if not a contributor, of knowledge[9] (Box 3). Second, "knowledge solutions" are an integral part of ADB's program in a DMC, being a legitimate, interrelated counterpart to

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[5]   The Annual Meeting seminar series now provides formal and informal forums for dialogue among multilateral and bilateral institutions, the private sector and civil society on national, regional and global development issues of common concern and how to solve them.

[6]   Among its other responsibilities, OIST develops and implements ADB's information systems and technology services, and computer and telecommunications systems, in support of ADB's medium-term strategic framework, operational objectives, and core business critical requirements, including those related to ADB's knowledge solutions.

[7]   The President's Planning Directions were issued on 3 April 2012.

[8]   ADB's "signature knowledge" may be in relation to and derived mainly—but not exclusively—from its very substantial knowledge and investment operations in the "core areas" and "drivers of change" under Strategy 2020.

[9]   As will be discussed later in the paper, under the new plan, every department and office and the relevant staff will be required to define the key knowledge components or elements of their annual or medium-term work plan.

The application of the important principle "One ADB" is crucial for bringing coherence and synergy to our collective efforts to craft knowledge solutions that meet the priority needs of DMCs. Effective "internal partnerships" at ADB must underpin the relevance, effectiveness, and efficiency of its knowledge solutions

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Box 3   Office of the General Counsel's Law, Justice, and Development Program

The Office of the General Counsel (OGC) is well known for its professional handling of all legal aspects of Asian Development Bank (ADB) operations and activities and providing other legal advice. Perhaps less well known are its important knowledge operations conducted through its strategic Law, Justice, and Development Program. Based upon Strategy 2020, OGC has prioritized resources to meet client demands in five key areas: Infrastructure Law and Regulation, Environmental Law and Clean Energy, Financial Law and Regulation (including Anti–Money Laundering), Private Sector Development, and Inclusive Growth.

Under the theme Infrastructure Law and Regulation, OGC is conducting research into electricity and water supply law and regulations based on 32 in-depth case studies of eight Southeast Asian countries and several small-island developing states in the Pacific. Research conducted under this theme has led to the publication of *Attaining Access for All: Pro-Poor Water and Energy Policy and Regulation*, which is an ADB knowledge product designed to share information on how to develop laws and regulation in these sectors to prioritize benefit for the poor.

Under the theme Environmental Law, OGC is working with Asian judiciaries to strengthen their capacity to adjudicate upon environmental laws and regulations. The assistance includes support to the Philippine Supreme Court on their Rule of Procedure in Environmental Cases, to the Pakistan Supreme Court on the development of an environmental law curriculum for judicial training, and to the Malaysian Supreme Court on the establishment of green judicial benches. The program initiated the establishment by ADB of an Asian Judges Network on the Environment, the Roundtable of ASEAN Chief Justices on the Environment, and the South Asia Conference on Environment Justice, all regional knowledge partnerships amongst senior judiciary in ADB's developing member countries.

Source: Asian Development Bank.

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our investment operations.[10] And third, the application of the important principle "One ADB" is crucial for bringing coherence and synergy to our collective efforts to craft knowledge solutions that meet the priority needs of DMCs. Effective "internal partnerships" at ADB must underpin the relevance, effectiveness, and efficiency of its knowledge solutions.

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[10] ADB's knowledge solutions are not simply "non-lending services" (as they are often referred to at ADB). That terminology and characterization of ADB's knowledge work should be replaced by "knowledge solutions."

The Changing Knowledge Needs of Developing Asia and the Pacific and ADB's Role

<div style="text-align:right">2</div>

Ending poverty in ADB's DMCs will take place in a context of continuing globalization; advances in new knowledge, technology, and innovation; and increasing complexity of development challenges and opportunities. DMCs less able to mobilize and deploy their own knowledge or access external knowledge and apply it in a timely manner risk falling farther behind. ADB is operating in the largest; most economically, socially, and geographically diverse; most populous; rapidly urbanizing; and fastest growing region of the world—a region that aspires to become a "knowledge economy"[11] against the backdrop of considerable differences in current levels of economic and social development and a changing and at times uncertain regional and global environment. In that context, ADB's knowledge solutions agenda under Strategy 2020 is applicable to all DMCs. At the same time, the majority of the poor in Asia and the Pacific live in middle-income countries that arguably will have a strong interest over the next decade in cooperating with ADB on policy dialogue and associated knowledge sharing, generation, and application cutting across all areas of operations under Strategy 2020. Meeting that interest will be a core element of ADB's continuing knowledge and financing relationship with this group of important DMCs for ending poverty in the region.

More efficient use of its resources and successful adaptation of technology have led to rapid increases in living standards in Asia and the Pacific, yet there are considerable differences in performance among DMCs on various indicators of global competitiveness, technological readiness, innovation, availability of research and training services, and higher education and training.[12] While several DMCs are making real progress in modernizing and diversifying their economic base and expanding linkages with the broader regional and global economy—particularly in international

DMCs less able to mobilize and deploy their own knowledge or access external knowledge and apply it in a timely manner risk falling farther behind

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[11] A knowledge economy and society is one in which the generation and exploitation of knowledge has come to play the predominant part in the creation of wealth and the development of new modes of social interaction. The role of knowledge (as compared with natural resources, physical capital, and low-skilled labor) has taken on greater importance. It is not simply about pushing back the frontiers of knowledge; it is also about the most effective use and exploitation of all types of knowledge in all manner of economic, social, environmental, and public service–related activity. A local or (sub)regional knowledge economy is increasingly engaged in the broader global economy, drawing on international stocks of knowledge made available from knowledge centers, other companies, suppliers, and customers, and correspondingly innovates more to produce more sophisticated and higher value-added products and services across all major economic sectors.

[12] Bloomberg's Global Innovation Index rankings (20 April 2012) show, for example, that for some middle-income countries in the region, there is still a significant gap between their score (relatively high) for manufacturing capability and their scores (relatively low) for productivity.

production networks—more strategic planning and investment is required to enable DMCs in general to absorb and create higher levels of technology and accelerate innovation by firms and industries.[13] Notwithstanding, there are notable successes with lessons that could be built upon and applied more broadly. For instance, some large Asian economies using effective public–private partnerships and proactive commercialization methods already have a strong base from which to make sustained progress to a low-carbon economy by seizing clean energy opportunities on the basis of the rapid increase in their low-carbon energy-system patenting activities.[14]

There are considerable differences in performance among DMCs on various indicators of global competitiveness, technological readiness, innovation, availability of research and training services, and higher education and training

However, the issues are not simply confined to investment in modern economic infrastructure and more productive technology. Many governments in Asia and the Pacific need to put in place policies that frame an enabling environment for broad-based private sector development, such as competition policies, effective regulatory structures, and a broad-based and inclusive financial system. All of Asia's subregions score particularly poorly on the Entry Density Indicator, which measures the number of newly registered limited liability firms in each country.[15] Furthermore, DMCs need to make other investments in vocational and tertiary education to build a more productive workforce with multiple skill sets;[16] to make investments in applied research to enable their companies to move up the value chain and enter new ones; to produce and deliver more food using less energy and water; to provide more accessible and cost-effective health services; and to improve the economic, social, and environmental quality of life in a large number of the largest cities in the world.

Considering this dynamic and diverse development context facing the region and individual DMCs, it is imperative that ADB's knowledge solutions—regardless of their responsibility and activity in ADB—embed four key attributes. ADB's knowledge solutions must (i) be a clear response to priority development challenges facing DMCs, individually or collectively, and involve DMCs in both the planning and implementation of the knowledge solutions; (ii) assist DMCs to identify and better understand and appreciate the specific nature of their current and future challenges, the contexts from which the challenges emerge and will likely be addressed, and the risks and opportunity costs of not addressing the challenges; (iii) assist DMCs to identify and apply more advanced and feasible approaches to address the challenges, including all channels of ADB assistance; and (iv) contribute toward the development of DMC capacity and capability for knowledge solutions.

The next four sections discuss strategic directions for improving ADB's organizational and operational capacity and capabilities to strengthen those four attributes in all its knowledge solutions. The annex contains an associated medium-term action plan (2013–2015). The Action Plan and associated knowledge management results framework may be revised and updated from time to time, reflecting accomplishments, findings of IED evaluations, and ADB results frameworks to assess knowledge operations, the evolution of practices at comparator institutions, and the development of the knowledge economy in the region.

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[13]   ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank 2008–2020.* Manila. p. 9.

[14]   ADB. 2011. *Asia 2050: Realizing the Asian Century.* Manila. p. 213.

[15]   ADB. 2011. *Asia 2050: Realizing the Asian Century.* Manila. p. 112.

[16]   The proportion of secondary students enrolled in vocational and technical education programs in Asia (13%) is low relative to Europe (24%). See ADB. 2011. *Asia 2050: Realizing the Asian Century.* Manila. p. 117.

Prioritizing and Implementing Knowledge Solutions

3

The prioritization and implementation of knowledge solutions under the Action Plan recognizes the special relationship between ADB and ADBI. ADBI is a subsidiary of ADB that plays an important role in making "knowledge solutions" a successful driver of change under Strategy 2020. It is understood that the activities and arrangements set out in the Action Plan are innately open to the proactive involvement and other contributions of ADBI, as appropriate. ADB will continue to explore opportunities for collaborating closely with ADBI under the Action Plan, with a view to achieving not only a rational division of labor based on professional comparative advantage but also the highest degree of complementarity and synergy from their respective knowledge solutions, for the benefit of DMCs.

Providing Corporate-Wide Strategic Guidance for Planning Knowledge Solutions

ADB Management, senior managers, the Dean of ADBI, and representatives of CoPs will convene a meeting once or twice a year to assess the progress of the Action Plan, consider measures to improve performance, and encourage and guide future knowledge operations to support the vision, strategic agenda, and goals of Strategy 2020. This meeting will replace the existing Technical Assistance Strategic Forum (for regional technical assistance). The meeting will consider key initiatives for new knowledge solutions and give guidance in terms of country, sector, and thematic balance, as well as overall coherence and potential contributions to the development of "signature knowledge" at ADB.

It may also deliberate how the CoPs more effectively develop and exploit the organization's explicit and tacit knowledge assets. The meeting may draw attention to notable development policy perspectives or technical innovations that merit wider consideration or advocacy in ADB's knowledge solutions, but also any significant issues that may require early attention and resolution. It may take into account resource mobilization for knowledge solutions, but the meeting is not expected to take decisions on internal resource allocation. Nevertheless, the meeting's deliberations should be an important factor that guides subsequent resource planning and allocation by vice-presidents, the Managing Director General, and heads of departments.

Strengthening the Contribution of ADB's Knowledge Solutions for Greater and Accelerated Development Effectiveness

ADB's knowledge solutions should contribute to greater and accelerated development effectiveness. They should provide the rationale for and support policy transformation by DMCs and subsequent investments by ADB and DMCs in the areas of operation under Strategy 2020. In this context, there will always be a challenge to maintain the right balance between knowledge solutions that are directly and immediately relatable to ADB operations in DMCs and other knowledge activities that address the region's development interests but take a longer-term and/or wider (e.g., cross-sectoral and/or subregional) perspective on Asia's development challenges and are germane to trends in global economic

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governance and other global public goods (e.g., climate change). As long as there is demonstrated relevance to the DMCs for a particular knowledge-based operation and it is supportive of the current or planned CPS and in accordance with Strategy 2020 it may be considered integral to ADB operations. Recognizing ADB's progressive development mandate, ADB should make efforts to help foster that relevance through knowledge sharing, policy dialogue, capacity building, and partnerships with DMC stakeholders.[17] Regardless of origin, ADB should rationalize all its planned knowledge solutions in terms of achieving greater and accelerated development effectiveness in DMCs.

Establishing ADB Operations Cycle in Developing Member Countries as the Principal Context and Basis for Planning and Implementing ADB's Knowledge Solutions

To be effective, ADB's knowledge solutions must be client-led and relevant to Asia and the Pacific. The starting point is to work closely with DMCs to identify and understand their needs and priorities and then to define the role, content, implementation arrangements, and sequencing of a coherent program of knowledge solutions. To achieve this, the ADB operations cycle in a DMC—led by the concerned regional department and/or resident mission—should be the principal context and basis for planning and implementing ADB's knowledge solutions. More specifically, the medium-term CPS[18]—and the annual country operations business plan (COBP), country programming mission (CPM), and country portfolio review mission (CPRM)—should be the foundations on which a program of knowledge solutions is

built and executed in a DMC, and, where appropriate, individual knowledge solutions linked to current or planned investment operations. The use of the operations cycle applied across DMCs to define knowledge solutions also allows DMCs and ADB to identify meaningful opportunities for other knowledge solutions that have a regional and/or global focus, or take a relatively long-term comprehensive perspective on a DMC's economic and social development. In that regard, ADB may initiate and administer knowledge operations it believes are especially pertinent to one or more DMCs or region-wide.

The figure below presents a simplified adaptation of the ADB operations cycle for planning and operationalizing knowledge solutions in a DMC. It shows that knowledge solutions should be largely embedded in ADB's advisory and analytical work, loans, and technical assistance (TA) throughout the operations cycle. The knowledge content of investment operations[19] will include analyses as part of loan project design and preparation,[20] loan consulting services advisory and analytical work, capacity development components, monitoring and evaluation, and lessons learned at project completion. Policy advisory technical assistance would be provided as standalone operations, or prior to a lending operation to analyze and add to existing policy knowledge, and help enhance DMC knowledge of policy options and choices. Capacity development technical assistance will facilitate the use and application of knowledge. Research and development technical assistance helps create general or highly specific knowledge on a topic, as may be required. Given the leadership role of regional departments and resident missions in the operations cycle, they have a responsibility to take the initiative for systematic consultation, and sharing information with the specialized knowledge units and ADBI, to seek their timely inputs and participa-

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[17] ADB has a special responsibility to keep country, regional, and global development contexts and perspectives in balance and do so over different time horizons. This is necessary to provide the DMCs and other development partners with deep insights and analysis on global/regional issues and their implications for the DMCs for policy making and institutional/skills development, and for delivering customized solutions to DMC stakeholders (public, private, and civil society) that are sustainable and scalable and with measurable outputs and impacts.

[18] For the purpose of this paper, the CPS will include other subregional cooperation strategies (e.g., in the context of the Greater Mekong Subregion or Central Asia Regional Economic Cooperation programs) also led by the regional departments.

[19] These include pilot tests of innovation in technology, policy, or delivery of public services.

[20] Project preparatory technical assistance can synthesize and generate knowledge, and ensure application of new knowledge in project design.

tion at various stages of the operations cycle. Such consultations should be a core input for developing the medium-term work plans of the specialized knowledge units and ADBI.

The figure below also shows that a program of knowledge solutions developed within the operations cycle must be open to and facilitate the adaptation and use of regional and global knowledge—and make new contributions to it. DMC counterparts increasingly demand the highest quality knowledge services; they expect ADB to provide information, knowledge, ideas, and best practices on how other countries in Asia and elsewhere have dealt with particular development issues or adjusted to changes in the broader regional and global economic environment. They seek timely and customized knowledge solutions in a variety of forms. At the same time, DMCs also want ADB to involve them in broader knowledge work that will produce new knowledge solutions derived from their own and other DMCs' development experience and

shared with others. Once again and within the framework of the operations cycle, the regional departments, resident missions, and specialized knowledge units must coordinate and work closely in a systematic way to support DMC interests and demands for regional and global knowledge, including opportunities where sector- and theme-based agencies in a DMC become clients for customized knowledge *programs* offered by ADB's specialized knowledge units.

All ADB technical assistance—including regional technical assistance and regardless of the internal or external source of funding—must be relatable to ADB's prevailing operations cycle and plans in DMCs. That may include some important technical assistance that addresses complicated or even problematic development issues that the operations departments and specialized knowledge units strongly believe are now opportune and in the decided interests of DMCs to examine seriously and carefully.

A program of knowledge solutions developed within the operations cycle must be open to and facilitate the adaptation and use of regional and global knowledge— and make new contributions to it

Figure: ADB's Knowledge Solutions and Operations Cycle
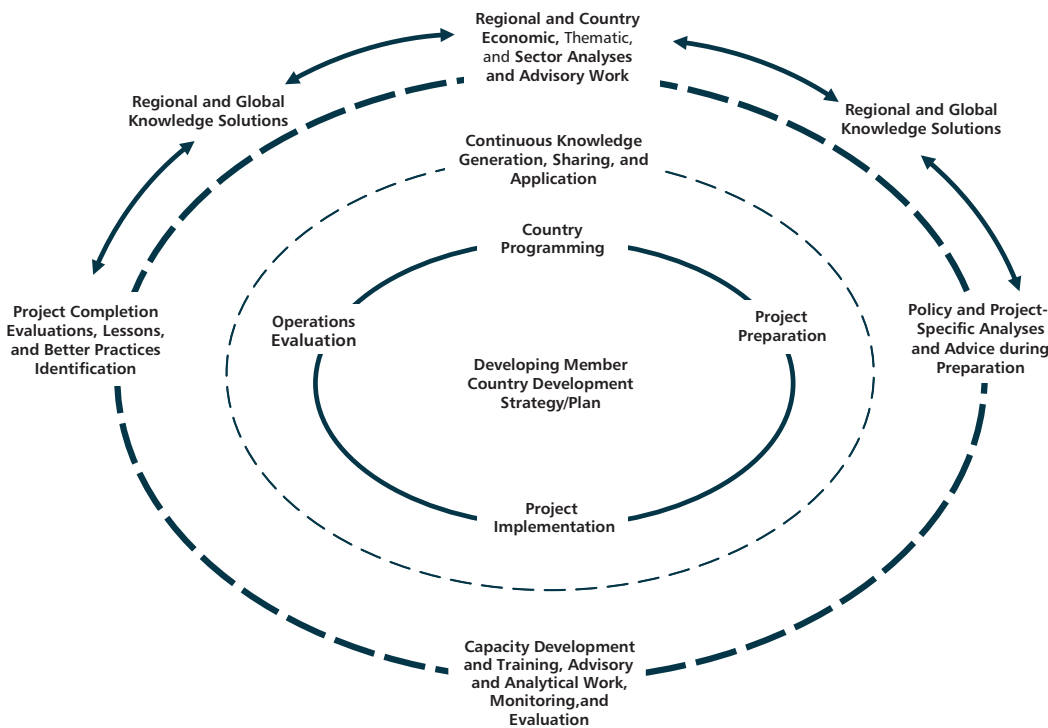
4

Enriching the Quality of ADB and DMC Knowledge Capabilities for Development Effectiveness

Strengthening and supporting the leadership and demonstrated operational effectiveness of the CoPs is vital to ADB becoming a stronger knowledge institution

To become a stronger knowledge institution for development in Asia and the Pacific, ADB must increase the quantity and quality of its knowledge capabilities and those of its DMCs and apply them in relation to ADB's areas of operation under Strategy 2020. The knowledge capabilities of ADB staff and the knowledge solutions they help create and apply must be at the forefront of economic, social, technological, and policy innovation, processes, and practices that make development work in DMCs.

Strengthening the Roles and Contributions of ADB's Sector and Thematic Communities of Practice

Strengthening and supporting the leadership and demonstrated operational effectiveness of the CoPs is vital to ADB becoming a stronger knowledge institution. Some CoPs have been exemplary in advancing new initiatives and related practices and technologies into ADB-assisted programs in individual DMCs and on a subregional basis, and thereby contributed to raising ADB's international reputation for excellence in the domain (e.g., safeguards, the Asia Clean Energy Forum). Those important achievements notwithstanding,

there is unequal performance and effectiveness exhibited across the full range of COPs. They do not all operate in a systematic and well-planned manner or produce similar and comparable types, quantity, or quality of outputs. Yet, it is essential that all COPs function as core contributors to ADB's knowledge solutions, and especially in the application of knowledge in ADB operations. Regarding the latter, the CoPs must provide authoritative analysis in the context of interdepartmental review of ADB operations under preparation; ADB Management should seek and enable CoPs to provide expert appraisal at any stage of the process—including Management review meetings—for planning operations and directional documents. Overall, the CoPs would benefit from more collaboration and support from the operations departments.

With the requisite support and recognition provided by ADB, the CoPs should undertake the following actions to significantly strengthen their relevance, performance, and effectiveness, including cooperation and support to the operations departments: (i) encourage ADBI participation in CoPs that is germane, and on the same basis as ADB staff; (ii) propose to ADB Management an improved alignment of the CoPs with the eight "areas of operations" and three of the "drivers of change" (i.e., private sector development and private sector operations, good governance

and capacity development, and gender equity) under Strategy 2020; (iii) update CoP terms of reference and work plans, and establish results frameworks; (iv) contribute to and make best use of ADB's technical skills registry, and make demonstrated expertise and proactive participation in the CoP a condition for initial and continued membership, and ensure "lead specialists," "advisors/senior advisors," and "practice leaders" accept lead responsibilities within the CoP work plan;[21] (v) strengthen engagement with peers at other major development partners and share that knowledge at ADB; (vi) in cooperation with KSSC, develop and keep current at ADB an electronic library of explicit and tacit knowledge for the CoP domain and support its dissemination and use in ADB operations on a peer basis and through multimedia formats;[22] (vii) foster and guide ADB operations for pilot-testing new methods, technologies, and other innovations in their domain, and regularly prepare best practices notes and policy briefs; (viii) conduct inter-CoP knowledge sharing for the development of multi-domain knowledge solutions applicable to ADB operations;[23] (ix) provide guidance to operational departments on the formulation of their knowledge management plans for the unit and in individual DMCs; (x) introduce selective external peer participation in ADB's CoPs, as well as ADB participation in external CoPs, including inter-DMC CoPs;[24] and (xi) advise ADB's recruitment of specialized sector and thematic expertise into the organization, and help refine the competencies and skill sets required for particular types of expertise. It is understood that some differentiation on these responsibilities may be appropriate across CoPs.[25] These actions will enable and ensure that CoPs sustain their important contributions to the development and application of ADB's "signature knowledge." Financial resources provided to CoPs should reflect both the magnitude of the demands as well as the assessed performance of individual CoPs.

ADB must capitalize on the distinct yet complementary capabilities between the CoPs and the specialized sector and thematic divisions in ERD, OREI, RSDD, and the operations departments. By virtue of their membership drawn from across ADB, the CoPs have a responsibility and obligation to act as an integrated professional network to share and more importantly leverage the collective "know-what" and "know-how" of the organization within and across their domains. The CoPs must not only be adept at building specialized knowledge assets but also at making them meaningful in situations and contexts requiring interdisciplinary knowledge solutions. The CoPs can source and accredit new-found knowledge and catalyze its application into ADB operations in one or more DMCs, as well as develop new approaches to development challenges based on interdisciplinary knowledge practices. In this regard, the Public–Private Partnership CoP is expected to take on a leading role for directly advising

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[21] Generally, most CoPs have a large number of members, but only a relatively small number undertake key tasks on a regular basis. This must change. If a staff member requests to join a CoP, then the chair and co-chair must judge the relevance of the staff member's expertise and experience and continued commitment to engage actively and regularly in the work of the CoP.

[22] For example, the CoP "network" might sponsor/publish an ADB publication analogous to the McKinsey Quarterly, offering views and perspectives on the latest technology and its application in and beyond ADB operations, plus new ways of thinking about development management in ADB's areas of operation under Strategy 2020.

[23] Not all aspects of different sectors need be incorporated into one operation, but separate operations in a DMC can complement each other. Good examples exist in the Sustainable Transport Initiative and in some new approaches to rural development and food security that avoid the problems of past "integrated" rural development projects.

[24] The Asia-Pacific Community of Practice on Managing for Development Results is an example. It is a DMC-based network with a focus on promoting results-based public sector management (RBPSM). Deliberations within the CoP have produced a framework for RBPSM highlighting key common features. IED's earlier SES on managing for development results (MfDR) recognized the benefits of then mainstreaming the agreed DMC-based approach to RBPSM into ADB operations as it forms the basis of a common platform for dialogue in this important area of governance. The Strategy and Policy Department (SPD) is preparing an internal ADB Guide on RBPSM based on this framework to inform ADB's sector and governance assessments.

[25] For example, a thematic CoP usually examines all ADB projects under preparation in relation to the requirements of ADB policy and/or practices for the thematic area while a sector CoP examines only those projects in the sector. Some sector CoPs represent a disproportionately large share of ADB's investment project portfolio and thus have to review considerably more investment projects than other sector COPs.

the operations departments on the design and implementation of knowledge solutions with a strong private sector component or focus.[26] However, unlike the CoPs, the sector and thematic units in the operations departments and RSDD may (i) undertake comprehensive diagnostics and assessment of the status and need for knowledge solutions in individual DMCs and (sub)regionally; (ii) collaborate with ERD, OREI, ADBI, external centers of excellence, and operations departments to implement project- and program-level support for knowledge solutions; (iii) in collaboration with regional departments establish multi-year programmatic funding and/or technical support relationships with DMCs and/or (sub) regional clients; and (iv) engage (on behalf of ADB) the regional and international community to mobilize resources from public and private sources, to finance knowledge solutions, and where appropriate be the "ADB trustee."

Develop Knowledge Solutions through Partnership with Centers of Excellence and Knowledge Hubs

ADB's knowledge solutions should be increasingly partnership-based for "excellence." We need the knowledge of others, and they need ours. Working together, all of us will be more effective in assisting and benefitting DMCs. However, ADB must bring its own staff expertise into its knowledge partnerships. There are a growing number of renowned knowledge providers outside and within Asia and the Pacific (including in DMCs) with whom ADB could partner for knowledge solutions, along with an increasing sophistication and competence of DMC stakeholders as clients of new development knowledge. ADB should establish strategic knowledge partnerships and networks in the region as well as in non-regional members, with a view to (i) accelerating world-class knowledge solutions for ADB's key operational areas; (ii) promoting and implementing greater South–South knowledge sharing in the region

but also knowledge sharing across regions; (iii) designing and managing innovation and pilot-testing and learning; and (iv) instilling and ensuring "excellence" as a core element of knowledge management capacity development in the region, and at ADB. These partnerships should be programmatic; that is, open to a range of collaboration and cooperation over time in a number of DMCs and using a variety of modalities for combining knowledge, technical, financial, and other institutional resources. In that context, the operations departments, ERD, IED, OREI, RSDD, and, where appropriate, ADBI—assisted by KSSC and CoPs—should coordinate among themselves, as appropriate, to identify and engage national, (sub)regional, and international entities (e.g., public, private, academic, and civil entities) that are recognized as centers of excellence or knowledge hubs in specific domains and can be effective knowledge partners of ADB.

As a result of these efforts to enrich the quality of ADB's knowledge assets, ADB staff should, as a consequence, be empowered to contribute a significant share of the professional inputs (in terms of skills and person-months) needed for the design, implementation, and monitoring of ADB's knowledge solutions. Furthermore, the majority of total professional inputs for knowledge solutions should be sourced from ADB staff and from the professional resources of partners, including centers of excellence, knowledge hubs, and DMCs. The judicious use of consultants (including staff consultants) should be applied for the most part to supplement or augment requisite professional skill requirements of ADB and its knowledge partners.

Expanding ADB Operations for Innovation and Pilot-Testing

Under Strategy 2020 ADB has a mandate to identify new knowledge solutions and pilot-test them with the permission and participation of DMCs. Pilot-testing innova-

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[26] RSDD supports operations departments in implementing ADB's Public–Private Partnership (PPP) Operational Plan through knowledge sharing, capacity development, and best practice advocacy as the secretariat of the PPP CoP.

tions[27] provides opportunity to move beyond knowledge sharing to wider application and scaling up of investment on the basis of preliminary trials and the objective analyses of the results. Generally, two approaches to innovation/pilot-testing should be considered. First, conduct a localized examination of innovation to determine its feasibility to meet specific objectives under specific conditions in a DMC. And second, conduct a broader assessment of the feasibility of scaling up an already tested innovation in a DMC but to also consider its potential for replication in the development contexts of other DMCs.

Regardless of the approach chosen, innovation and pilot-testing should be planned and undertaken in the framework of ADB's CPS—and any associated knowledge management plan—for a DMC. For example, when ADB's CPS and/or knowledge management plan is being prepared, it should consider the following: What opportunities are there to introduce innovation initiatives that are congruent with ADB's sector road maps for the country and respond to the DMC's expressed priorities for the sector, and could that innovation also be a basis for learning for other DMCs currently or likely to face the same sector challenge? Similarly, when large-scale infrastructure financing and PPP is being targeted as a key area of ADB support to the DMC, the following question should be asked: Can innovation initiatives be introduced on a pilot basis, for example, for non-traditional (renewable) energy projects on the basis of learning from other DMCs or elsewhere? The operations departments, RSDD/KSSC, and the relevant CoPs should collaborate at the time of CPS preparation as well as the preparation of prominent economic, sector, and thematic work, to consider specific opportuni-

ties for innovation and pilot-testing in DMCs. This may encompass best practices in relation to any of ADB's economic, sector, and thematic domains, and pilot-testing of new development policy and approaches to public service delivery, new technology, or other innovation. Depending on the nature of an innovation/pilot-test, concessional financing and grants should be mobilized to incentivize DMC participation by underwriting a significant share of the assessed risks of failure or achieving only limited success, as well as to finance the corresponding development of local capacity to take up and apply successful new knowledge solutions more widely. On this, RSDD and the Office of Cofinancing Operations (OCO) should collaborate with the operations departments to mobilize external concessional resources to buy down specific costs that ADB and DMCs believe would otherwise preclude pilot tests. ADB's safeguards and other compliance requirements must be applied in all cases of pilot-testing and innovation.

ADB may also consider establishing some form of "innovation market place" cosponsored/cofinanced by partner centers of excellence, knowledge hubs, or the corporate social responsibility (CSR) programs of private companies, and drawing on related experience and lessons learned from comparator development finance organizations.[28] Building on the modalities, sponsorship and success of the knowledge-focused seminar series at ADB's annual meetings, the Knowledge Sharing and Partnerships Events Unit in the Office of the Secretary, and RSDD should work together to identify opportunities for using the annual meeting as an "innovation marketplace" for advancing the application of knowledge solutions in Asia and the Pacific.

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[27] As a rule, ADB's loans and technical assistance contain technology and practices that have been demonstrated elsewhere to be efficient and productive, cost-effective, safe, and reliable, even when customized to new local specifications and contexts. However, innovation and pilot-testing of new technology and systems, or new and comprehensive organizational and managerial methods and practices that have not yet been widely and thoroughly tested and assessed may pose special challenges, risks, and opportunities for DMCs. In situations where no obvious solution exists to address a development priority or where currently available technology and methods are deemed clearly unworkable or not feasible, pilot-testing a new technology and/or practice may be quite attractive, if the risks are known and considered acceptable and manageable using existing local capabilities. However, where known and feasible options for a solution to a problem clearly exist and may have already been adopted, pilot-testing a new solution must be premised on some *ex ante* comparative assessment that suggests the new solution offers potential net benefits and their preferred distribution are significantly superior to prevailing solutions.

[28] An example of an "innovation marketplace" is the World Bank's Development Marketplace, where innovation proposed by social entrepreneurs compete for financing, and the successful social entrepreneurs are assisted with finding financiers to support both initial trials as well as subsequent scaled-up application of innovation.

Providing ADB-Wide Knowledge Sharing and Support Services

KSSC was anchored in RSDD by merging two knowledge management units, assuming also responsibility for sector and thematic staff development from the Budget, Personnel, and Management Systems Department (BPMSD). Its overall function is to provide superior, cost-effective knowledge sharing and support services to ADB and ADBI. It also offers a Knowledge Helpdesk. It can draw support from OIST and the Office of Administrative Services (OAS) to design information and communication technology (ICT) platforms.

More specifically, KSSC's responsibilities include the following:

(i) **Support the operations departments and CoPs to distill and synthesize explicit and tacit knowledge.** KSSC will help organize and fashion knowledge into a library of information, usable tools, good practice, and case studies that are accessible and shared across ADB and ADBI for timely application to their current and planned operations in DMCs (e.g., relevant economic and sector knowledge and lessons learned to catalyze development of potential new programs in existing or new borrowing DMCs), and dissemination to external stakeholders. RSDD/KSSC will work closely with PSOD and the PPP CoP to foster and support knowledge sharing on a "business to business" basis within and across DMCs, particularly in relation to success and lessons learned from private investment and public–private partnerships in "frontier" technologies and other innovations and in development contexts where private sector investment has traditionally lagged.

(ii) **Assist the operations departments and ADBI to strengthen knowledge management in DMCs.** In consultation and cooperation with operations departments, KSSC will support knowledge management capacity development in DMCs. It will help operations departments and/or resident missions design and implement inter-DMC knowledge sharing, for example, study-tours for DMC stakeholders to learn and see firsthand the economic, social, technological, and policy innovation, processes, and practices that have been successful in other DMCs, and to consider their potential for application/adaptation in their country.

(iii) **Support sector and thematic skill development for ADB and ADBI staff.** KSSC will enhance ADB and ADBI staff capacity to identify knowledge needs and solutions and share knowledge with DMCs. This will be done in close collaboration with CoPs, operations departments, specialized knowledge units, and the Capacity Building and Training Unit of ADBI, with guidance from BPMSD.

(iv) **Set up an ICT-based knowledge platform.** Working in close collaboration with the CoPs, OIST, and the Department of External Relations (DER), KSSC will help develop an ICT-based knowledge platform for recording, storing, retrieving, and sharing knowledge within and outside ADB, and linked to existing, relevant websites and any data library. The platform will also be used to cocreate knowledge with external peers, including the preparation of "knowledge briefs" on specific development topics. Using this platform, KSSC/CoPs should consolidate knowledge resources at ADB and provide a system for easy access to those knowledge resources by staff. Once the platform is operational, staff should be mandated to use it to decide if a new knowledge solution (e.g., capacity development technical assistance, project preparatory technical assistance, regional technical assistance) is necessary, and if so to maximize the use of the resources available on the platform to design the new knowledge solution. In this regard, such a platform could include, for example, a centralized and user-friendly database of all reports prepared by ADB consultants, allowing staff working in similar country and sector contexts to review and assess the relevance of that information to new operations. This would minimize unnecessary and costly duplication of work by the same or another consultant.

Taken together, these deliverables will ensure that KSSC/CoPs supports the rest of ADB, ADBI,

> **KSSC will help organize and fashion knowledge into a library of information, usable tools, good practice, and case studies that are accessible and shared across ADB and ADBI for timely application to their current and planned operations in DMCs**

and DMCs with the development of knowledge assets, and with mechanisms and methods for making good use of those assets.

Defining, Measuring, and Reporting the Performance of ADB's Knowledge Solutions

The performance of ADB's knowledge solutions must be assessed, reported, and the results shared. ADB, its members, and partners need to understand the nature and extent of the performance of ADB's knowledge solutions and the associated value to DMC stakeholders. The results and impacts of knowledge solutions should be made more explicit under ADB's corporate-wide results framework. Both success and failure should inform the lessons learned. A knowledge management results framework will be developed mainly in relation to the collective knowledge solutions of ADBI, ERD, OREI, and RSDD,[29] but it will be developed in close consultation with other offices and departments. The results from this framework will inform ADB's overall corporate-wide results framework and the annual ADB Development Effectiveness Review (DEfR). This new results framework will be finalized in 2013 and made operational immediately. It will be progressively linked, via an increasing set of indicators, to ADB's accountability at the country level, particularly in relation to knowledge solutions where the operations departments and specialized knowledge units, as well as ADBI have collaborated directly within the framework of the CPS. Where appropriate, all offices and departments should use various indicators under the knowledge management results framework to assess the development effectiveness of the ADB knowledge operations they lead.

The results and impacts of knowledge solutions of the operational departments are essential ingredients of ADB's annual DEfR. Recognizing that knowledge and finance are often provided as a package in operations, the two will also often need to be evaluated together using established evaluation protocols (e.g., TA and project completion reports, CPS final reviews, country assistance program evaluations) and more frequent impact assessments.[30]

> The results and impacts of knowledge solutions should be made more explicit under ADB's corporate-wide results framework. Both success and failure should inform the lessons learned

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[29] ADBI recently developed and put in place its own results framework. That framework will provide a foundation for constructing the knowledge management results framework applicable to the collective knowledge solutions of ADBI, ERD, OREI, and RSDD. The findings of recent, relevant IED evaluations of ADB and ADBI knowledge solutions will also be considered as inputs into the annual results assessment of knowledge solutions. Resources permitting, targeted client perception surveys will be undertaken on a regular basis, covering key stakeholders such as key government agencies, research organizations, think tanks, development partners, nongovernment organizations, and the media.

[30] Such an initiative, along with the aforementioned knowledge management results framework, may require that concerned offices and departments consult SPD and the Results Management Unit within it for guidance on how to align and attribute accountability for diverse knowledge solutions at country and sector levels to regional outcomes and impacts.

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Advancing ADB's Knowledge Assets, Information Systems, and Communications

ADB needs to invest more in the development and access of up-to-date, complete, and integrated databases on economic and social development in DMCs, and on ADB operations

ADB should foster, help build, and support a vibrant, "virtual" international community of development practitioners, including ADB staff, involved in the economic and social development of Asia and the Pacific. ADB's development communications need to move beyond providing information to providing new ideas. It should take the following actions:

ADB needs to invest more in the development and access of up-to-date, complete, and integrated databases on economic and social development in DMCs, and on ADB operations. This investment will complement other planned efforts to integrate and link various information and knowledge assets in ADB into a "data library" and initially make them easily accessible to ADB staff and member countries—and later to the public. If ADB's knowledge solutions are to be authoritative, then the underlying data and information base must be the same; if not, then ADB's capabilities and reputation for highest-quality knowledge solutions will be compromised. However, the expansion of an existing database or the development of a new database must have explicit and accepted purposes in terms of ADB's and DMCs' needs, and not duplicate other resources

that are available and of an acceptable standard. ADB's current databases, especially country databases, need to be streamlined and unified. Data and information on ADB operations need to be fully integrated. All inputting of analogous data, regardless of origin in ADB, must follow common or appropriately harmonized practices and standards. The concept of "One ADB" must apply to the information resources that support ADB's knowledge solutions.

New technology is enabling unprecedented opportunities for cost-effective connectivity and collaboration to generate, capture, share, and apply knowledge for development. New ICT technologies are being exploited by some of ADB's development partners in a new era of open knowledge for development and multiple sources of knowledge flows. ADB needs to consider how the organization can adapt more quickly to latest technology, including the powerful and highly portable "smart devices" that facilitate easier access, sharing, and customized processing of data and information.[31] ADB staff should be encouraged to participate in "virtual" knowledge communities that are frequented by individuals in relevant technical professions, as a cost-effective way to keep up with emerging

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[31] These include, for example, Android- and non-Android-based smart devices and their wide array of low-cost applications that support, among other things, staff carrying databases offline that are automatically updated when reconnected via wireless services. ADB should also develop its own array of applications plus consider publishing in formats other than the PDF file format (e.g., MOBI and EPUB formats, which are now common formats among providers and consumers of digital information).

knowledge and best practices, as well as connecting to and sourcing talent to assist ADB operations, as appropriate.

ADB's practices for communicating its knowledge solutions should be more strategic and modernized. ADB's ICT architecture and communications practices should support well-coordinated and coherent knowledge identification, creation, storage, sharing, and use, and provide multiple stakeholders with knowledge solutions via multiple communication channels. This will help build a truly collaborative and steadfast knowledge brand and corporate identity for ADB that stimulates widespread demand for its knowledge solutions and incentivizes knowledge partnerships. ADB should consider transforming the current "Publications Committee" into a "Knowledge Communications Committee." This new committee should operate more like a consultative network of senior staff advising on and endorsing the adoption across ADB of a range of best practices for timely communication of specific ADB knowledge solutions to specific stakeholders in specific contexts. An early action of this new committee should be the adoption of ICT-based communications as the "default" or standard means to produce, communicate, and share ADB's knowledge solutions, and it should also advocate and enable the timely dissemination of knowledge solutions that represent superior work in progress relevant to clients' current needs and requests. ADB's information and communication systems should especially help mold and propagate our "signature knowledge"—ADB's highest quality economic, sector, and thematic knowledge that addresses key development issues in a DMC, or regionally and is also of special interest and importance to the global community.

ADB should grant public, private, and civil society stakeholders with a license or right to use, remix, and redistribute all materials and articles, written, and produced by ADB staff and consultants as part of their official duties, as long as attribution is given to ADB as the copyright owner. The license is not an alternative to, or a waiver of, ADB's copyright. The license will enable ADB

to set ADB's copyright terms to best suit ADB's needs. To achieve this objective, the following needs to be carried out: (i) conduct a study on the principle and the working of a Creative Commons license; (ii) amend the prevailing Administrative Order on Publications to reflect such licenses in the administrative order so as to enable ADB to grant such a license, and to include specific principles and terms and conditions for granting the license; and (iii) prepare a legal code for granting such a license.

ADB should design and apply new ICT architecture to support knowledge solutions where ADB staff are both a contributor to and user of the content and services. The main focus of Information Systems and Technology Strategy (ISTS) III will be on building and expanding platforms for information and knowledge sharing as well as improving business process automation. Under ISTS III and within the framework of ADB's revised Public Communications Policy, OIST is contemplating the following important actions and investments:

(i) **Consider creating an "extranet" or "information hub" platform that will offer various information services through a single window.** This could include, among others, access to information on ADB's current and planned KPS operations and knowledge assets in ADB and ADBI.

(ii) **Integrate and link various information and knowledge assets in ADB into a "data library" and initially make them easily accessible to ADB staff and member countries, and later to the public.**[32] Expand the existing data warehouse for project information, building a consolidated database for country, economic, sector, and thematic data to support the CoPs, and to improve search functions across ADB's information assets. These activities are critical for strengthening data and information integrity, on which a range of ADB operational and research/policy advisory activities depends, as well as being a resource for many ADB

> ADB staff should be encouraged to participate in "virtual" knowledge communities that are frequented by individuals in relevant technical professions, as a cost-effective way to keep up with emerging knowledge and best practices

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[32] For example, at the request of ERD, OIST approved a request to establish at ADB a "Portal for Statistics Resources (StatPortal)" that will provide external users a single entry point to existing ADB databases and a set of user-friendly features and tools for exploiting the databases for their particular purposes.

stakeholders, including DMCs. These actions and investments should guide other decisions on the future work plan prioritization and resource allocation of the Office of Administrative Services-Information Resources and Services Unit (OAFA-IR) and the need for a Library Services Steering Committee Action Plan beyond 2013.

ADB should design and apply new ICT architecture to support knowledge solutions where ADB staff are both a contributor to and user of the content and services

(iii) **Support ADB's decentralization initiatives by deploying new communication platforms.** Considering the nature of mobility and geographical diversity of ADB's stakeholders and workforce, platforms for accessing information anywhere, anytime are very important. Unified communications (voice, video, and text), mobile applications, and wireless networks are being proposed. This infrastructure could allow users to participate remotely in events conducted in headquarters and also allow ADB to conduct knowledge-sharing sessions electronically. These platforms are intended to aid knowledge and information flows.

Provide sustainable, quality ICT services. To achieve the above outcomes, ICT infrastructure, back-up systems, systems monitoring tools, information security, and service delivery processes must be strengthened. Investments will be made in this area.

OIST may consider developing ICT platforms to host subregional (e.g., Central Asia Regional Economic Cooperation, Greater Mekong Subregion), and sector and thematic websites of ADB, in close collaboration with the operational departments, CoPs, and RSDD/KSSC.

ADB may examine the potential benefits of cloud-based ICT systems for improving ADB's corporate-wide knowledge management and communications, and define requisite changes to ADB policy and resource allocation. Cloud-based computing and information storage offers ADB (and DMCs) potential cost savings on equipment, while improving accessibility to ADB's development knowledge over multiple geographies and devices, and would thereby support more accessible and collaborative knowledge creation, dissemination and sharing, and use by ADB and DMCs.

Empowering and Resourcing High-Quality Knowledge Solutions

Creating a More Demanding and Favorable Organizational Environment for Knowledge Solutions at ADB

The Action Plan provides a number of specific actions, which individually and collectively should strengthen ADB's practices and systems for supporting better knowledge solutions and thereby raise ADB's development effectiveness. The preceding sections have discussed how ADB will improve the organization's capabilities for creating, acquiring, sharing, adapting, and applying knowledge in its own operations in DMCs, alone and in direct partnership with others. However, other actions that relate to fostering and sustaining at ADB a strong ethos where knowledge solutions are esteemed and upheld should also be considered.

Perhaps the most important action is to raise ADB's expectations—but also ADB's encouragement, opportunities, and incentives—of all parts of the organization to contribute to the strategic resourcing, development, and implementation of knowledge solutions. Starting in 2013, all offices and departments should progressively define a knowledge-related agenda/program in their unit-wide and relevant staff annual work plans. While individual agendas/programs will differ among units and staff positions, they should consider and reflect appropriately

(i) a robust knowledge focus in the nature and conduct of their work; (ii) an open atmosphere of enquiry, peer review (including external peer review of knowledge work performed by ADB staff), and evidence-based analysis and judgment; (iii) innovation and pilot-testing; (iii) proactive participation in and across CoPs and application of their expertise to operations; (iv) development of knowledge partnerships in DMCs and other regional members, and in non-regional members; (v) mobilization of more and diversified resources for financing ADB's knowledge solutions; and (vi) communication of the major accomplishments and results of ADB's knowledge work using multimedia formats, alongside judicious direct interactions with peers and other development experts in Asia and the Pacific and internationally.[33]

It follows that ADB should recognize and reflect staff performance and accomplishments on knowledge solutions, among others, through (i) annual performance assessments and awards, (ii) staff rotation across operational and specialized knowledge units at ADB, (iii) training and other professional development, and (iv) any established talent management–related human resource development practices. Staff should be encouraged—but also exercise their own initiative—to seek various opportunities across ADB to deepen knowledge and skills that could be regarded as better grounding

Perhaps the most important action is to raise ADB's expectations— but also ADB's encouragement, opportunities, and incentives—of all parts of the organization to contribute to the strategic resourcing, development, and implementation of knowledge solutions

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[33] ADB has, for example, a number of staff in lead specialist, senior advisor/advisor, or practice leader cadres. Some are engaged as the chair or cochair of CoPs. They should be mandated but also empowered by their supervisors to make even stronger contributions to knowledge creation and sharing, and take on more responsibility to engage senior officials and other stakeholders in DMCs on the assessment, choice, and implementation of knowledge solutions.

for taking on more advanced or more senior responsibilities, in addition to availing of managerial and leadership training over time. Using a talent management approach, career progression at ADB need not be associated with a dilution of professional skills or knowledge, especially if there are alternative or atypical opportunities for a technical career path in the organization. In this regard, ADB should explore short-term (e.g., 3–6 weeks) "sabbaticals" for senior managers in the operations departments (including country directors at resident missions) into the specialized knowledge units to acquire updating of professional skills or recent advances in economic, sector, and thematic areas. Also, ADB should consider what professional incentives (e.g., opportunities to publish, engage external peers, teach, mentor colleagues) could be provided to staff with highly specialized skills who may be relatively less suited or perhaps not interested in advancing into the administrative/managerial stream at ADB but remain strongly committed to advancing ADB's knowledge solutions further. Moreover, ADB should use more flexible employment models[34] that attract, retain—but also, when appropriate, let go of—high-caliber researchers and sector and thematic specialists to work at ADB to advance development knowledge and its application, and that encourage regional and international centers of excellence to partner with ADB.

Improving Resource Utilization and Strengthening Financial Support for Knowledge Solutions

Expanding and raising the quality and effectiveness of ADB's knowledge solutions are not cost-free. ADB should pursue several approaches for mobilizing the necessary resources and improving internal resource allocation.

First, there is substantial scope to improve the efficiency of ADB's knowledge solutions. ADB should absorb many of the additional costs for increasing the scale and quality of knowledge solutions through proposals set out in earlier sections of this action plan for greater prioritization and mini-

mized redundancy across all ADB knowledge solutions; closer coordination and collaboration among specialized knowledge units and between them and the operations departments; more efficiency in the technology and other methods used for producing, disseminating, and communicating ADB's knowledge solutions; and a more judicious use of consultants. ADB's more specialized knowledge units have already benefited from significant budget growth over the last 5 years and those scarce and valuable resources must be used with maximum efficiency.

Second, undertake strategic staffing exercises to identify future gaps in skills and knowledge. In this regard, the operations departments and specialized knowledge units should regularly (e.g., semiannually) review their staff complement and planned recruitment and deployment of sector and thematic expertise set against prevailing and medium-term operational plans. Then, individual units, in consultation with BPMSD and the concerned CoPs, should take actions to rationalize internal and external recruitment and consolidate or redeploy staff and consultants—to amplify ADB capabilities, fill gaps, and achieve more cost-effective allocation of expertise across the complete portfolio of operations. The results should be reported semiannually to BPMSD and the respective vice–president(s) for their planning and decision making.

Third, ADB budgeting and resource allocation for knowledge solutions should be designed to incentivize originality and innovation; ensure transparency; and avoid any perceived conflict of interest in the mobilization, allocation, and use of resources by any unit. The Strategy and Policy Department (SPD), in consultation with BPMSD and user departments and offices, should allocate resources to the concerned vice-presidencies, who in turn should allocate them to individual units within their area of responsibility, with consideration to country/subregional/sector-thematic priorities and to incentivize and strengthen "signature knowledge" operations that are of high relevance to Asia and the Pacific and even the global community but that are not necessarily linked to specific investment opera-

> Using a talent management approach, career progression at ADB need not be associated with a dilution of professional skills or knowledge, especially if there are alternative or atypical opportunities for a technical career path in the organization

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[34] These include secondments, staff exchange under knowledge partnerships, and time-bound contracts with or without renewal options.

tions. Furthermore, some greater ADB-wide centralization of resource allocation for highly innovative knowledge solutions (including pilot-testing) using ordinary capital resources (OCR) and/or Asian Development Fund (ADF) resources would be appropriate.

And fourth, ADB also needs a more robust and resilient foundation to finance its knowledge solutions in the future.[35] **A number of approaches are worth considering:**

(i) **Ensure ADB knowledge solutions demonstrate value for money to DMCs while also assuring other knowledge partners of the merits of their cooperation with ADB—quality and beneficial impacts should attract more resources.**

(ii) **Request public and private development partners to provide more programmatic support for knowledge solutions.** Preferably, this support should allow for broad DMC eligibility and access to resources and for support to CPS-wide knowledge solutions in an individual DMC, which would incentivize and help build stronger DMC ownership of ADB-assisted knowledge solutions. Where partners seek to provide more focused support (by DMC and/or sector and thematic area), the concerned operations departments and specialized knowledge units must agree on arrangements for coordinating and deciding on the allocation and use of the resources.

(iii) **Partner with private sector entities that see ADB as a relevant source of knowledge services to advance their CSR and philanthropy programs, and where ADB sees those CSR and philanthropy programs providing more inclusive economic, environmental, and social benefits to DMCs.**[36]

(iv) **Cooperate with regional and global initiatives**[37] **that commit additional resources to finance emerging priority interests,** by developing and proposing projects for financing (within ADB's current/planned CPS/RCS frameworks) that incorporate innovative technologies, new development management practices, and/or delivery systems.

(v) **Make efforts to enhance cost sharing by DMCs for implementing knowledge solutions.** In sector and thematic areas where individual DMCs possess relatively advanced institutional and professional capabilities and other strengths, ADB should increasingly draw upon those assets as a recognized contribution by DMCs for implementing knowledge solutions in ADB–DMC partnerships. Similarly, ADB should also explore opportunities for sharing comparatively more advanced professional and institutional strengths among DMCs for the conduct of knowledge solutions in inter-DMC partnerships.

Where appropriate, OCO should work closely with operational departments, ERD, OREI, and RSDD to mobilize opera-

Expanding and raising the quality and effectiveness of ADB's knowledge solutions are not cost-free. ADB should pursue several approaches for mobilizing the necessary resources and improving internal resource allocation

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[35] Technical assistance and consulting services as part of loans continue to be the main source of funding knowledge solutions. ADB has been proactively seeking other sources to meet growing TA demand, resulting in a significant increase of other sources from 11.9% of the total in 2001 to 43.6% in 2010. In dollar terms, other source funding rose from $17.2 million to $142.3 million in that period. While the Japan Special Fund and Japan Fund for Poverty Reduction were major funding sources in the early 2000s, their shares have declined gradually. ADB's Technical Assistance Special Fund (TASF) has been the largest funding source since 2002, accounting for 40%–50% of total funding in most years. It has grown in terms of its dollar volume of approvals from $58.9 million in 2001 to $147.1 million in 2010. However, like overall TA resources, this growth has not kept the pace with the increase of loans and grants. As a result, the ratio of TA approvals funded by the TASF to total loan and grant approvals declined from a peak of 1.8% in 2002 to 0.9% in 2009. A major funding source of the TASF has been regularized replenishment by ADF donors, which was supplemented by OCR net income transfer and other sources. Income transfers from OCR are the second-largest source. Other sources include voluntary contributions and savings and cancellations.

[36] It is important to emphasize that PSOD's knowledge solutions operations may include but certainly go well beyond CSR and philanthropy-assisted operations.

[37] These include, among others, the Climate Investment Funds (CIF) and the Association of Southeast Asian Nations (ASEAN) Infrastructure Fund.

It is now opportune and relevant for ADB to examine its existing approaches, procedures, and practices to ensure they encourage— not dissuade or otherwise inhibit— potential partners to enter into a knowledge-based relationship with ADB

tional funds plus provision for covering all of ADB's associated administrative costs as trustee. In this regard, OCO should take the lead on behalf of ADB and consult other multilateral finance organizations on their practices and experience with trust funds, including the use of those resources to pay for internal administrative costs[38] for implementing their knowledge operations financed by the trust funds. This information will be used by OCO and BPMSD to support their ongoing work on how ADB's cofinancing service charges can adequately cover related internal administrative expenses, including for knowledge solutions. Furthermore, the Operations Services and Financial Management Department (OSFMD) in cooperation with the Office of the General Counsel (OGC) and SPD will consider relevant revisions to ADB policies and practices to support engagement with

centers of excellence, CSR programs of private sector corporations, and private philanthropists. In particular, ADB needs to establish clearer guidelines on, among others, appropriate forms of engagement for planning and implementing joint CSR and philanthropic programs; information disclosure and accountability; the nature, forms, and negotiation of cofinancing agreements; use of funds; and what should be minimum levels of resource mobilization that merit ADB's engagement and partnership. It is now opportune and relevant for ADB to examine its existing approaches, procedures, and practices to ensure they encourage— not dissuade or otherwise inhibit—potential partners to enter into a knowledge-based relationship with ADB, or impede effective implementation of an agreed partnership, while always protecting ADB's interests and reputation.

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[38] These include the associated costs incurred by the user departments/offices and the supporting non-operational units.

Summary 7

The experience gained under ADB's Knowledge Management Action Plan (2009–2011) provides a constructive foundation for evolving ADB's knowledge solutions. However, there is both a need and potential to achieve greater development effectiveness from ADB's knowledge solutions within the framework of Strategy 2020. In the recent past, Management has taken a number of important decisions to strengthen ADB's institution-wide knowledge management but also requested that a new knowledge management plan be prepared. The new Knowledge Management Directions and Action Plan (2013–2015): Supporting "Finance ++" at ADB is presented in the earlier sections of this paper. The Action Plan, summarized below (Box 4), is annexed.

A number of important conclusions have emerged from that work, most notably that going forward—within the framework of Strategy 2020 and to achieve its goals—ADB must ensure that its knowledge solutions (i) represent a clear response to priority development challenges facing DMCs, individually or collectively, and involve DMCs in both the planning and implementation of the knowledge solutions; (ii) assist DMCs to better understand and appreciate the specific nature of their challenges, the contexts from which the challenges emerge and will likely be addressed, and the risks and opportunity costs of not addressing the challenges; (iii) assist DMCs to identify and apply more advanced, meaningful, and feasible approaches and actions to address the challenges, including all channels of ADB assistance;

and (iv) contribute more toward the development of DMC capacity and capability to address the challenges.

In support of those goals, the Action Plan proposes that ADB (i) establish biannual meetings of Management, senior managers, the Dean of ADBI, and representatives of CoPs to provide strategic oversight of knowledge operations; (ii) make ADB's operations cycle in DMCs the core context for planning, implementing, and delivering ADB's knowledge solutions; (iii) strengthen the operations and outputs of ADB's sector and thematic CoPs; (iv) create more and better knowledge solutions through partnerships with centers of excellence and knowledge hubs within and outside Asia and the Pacific; (v) expand ADB operations for innovation and pilot-testing; (vi) implement the new KSSC as a matter of priority; (vii) establish a results framework for knowledge solutions; (viii) foster, help build, and support a vibrant online community of development practitioners involved in the economic and social development of Asia and the Pacific by improving ADB's ICT architecture and broader communications practices to support knowledge solutions and for leveraging their impact; (ix) improve resource utilization and strengthen and diversify financial support for knowledge solutions; and (x) create a more favorable organizational environment for knowledge solutions at ADB by raising the organization's expectations of high-quality knowledge work by staff—but also provide staff with professional encouragement, opportunities, and incentives.

Box 4   Summary Knowledge Management Action Plan (2013–2015)

Goal 1. Prioritizing and Implementing Knowledge Solutions

- Providing corporate-wide strategic guidance for planning knowledge solutions and strengthening their contribution for greater and accelerated development effectiveness
- Establishing the Asian Development Bank's (ADB) operations cycle in developing member countries as the principal context and basis for planning and implementing ADB's knowledge solutions

Goal 2. Enriching the Quality of ADB and Developing Member Country Knowledge Capabilities for Development Effectiveness

- Strengthening the roles and contributions of ADB's sector and thematic communities of practice
- Creating knowledge solutions through partnerships with centers of excellence and knowledge hubs
- Expanding ADB operations for innovation and pilot-testing
- Providing ADB-wide knowledge sharing and support services
- Defining, measuring, and reporting the performance of ADB's knowledge solutions

Goal 3. Advancing ADB's Knowledge Assets, Information Systems, and Communications

- Investing in integrated databases
- Easing access to data and information

Goal 4. Empowering and Resourcing High-Quality Knowledge Solutions

- Creating a more demanding and favorable organizational environment for knowledge solutions at ADB
- Improving resource utilization and strengthening financial support for knowledge solutions

Source: Asian Development Bank.

Implementation 8

Under the guidance of the Office of the Vice-President for Knowledge Management and Sustainable Development, RSDD/KSSC will oversee, monitor, and report on the implementation of the Action Plan in the Annex to this paper. The timetable specified in the Action Plan is subject to refinement or recalibration since some actions will be driven by lower-level, supporting activities, which are subject to different paces of implementation, while others will be contingent on budgetary support and consulting services that might have to be programmed. Moreover, subsequent knowledge management results frameworks may introduce new actions based on lessons learned and the sharpening of corporate directions under exercises such as the planned midterm review of Strategy 2020.

Annex

Knowledge Management Action Plan (2013–2015)[39]

Goal 1: Prioritizing and Implementing Knowledge Solutions
The prioritization and implementation of knowledge solutions under the Action Plan recognizes the Asian Development Bank's (ADB) responsibility to keep country, regional, and global development contexts in strategic balance and do so over different time horizons, along with a strengthening of the special relationship between ADB and the Asian Development Bank Institute (ADBI).

Subgoal	Action	Responsible unit	Timetable
Providing corporate-wide strategic guidance for planning knowledge solutions, and strengthening their contribution for greater and accelerated development effectiveness	Convene periodic meetings of Management and senior managers, the Dean of ADBI, and representatives of CoPs to affirm ADB's overall strategic scope and directions for knowledge solutions; highlight notable development policy perspectives or technical innovations, and significant issues; confirm ongoing processes for developing and implementing knowledge solutions; and capitalize on the comparative knowledge and experience of ADB and ADBI through a stronger operational relationship.	VPKM, with support from RSDD	1–2 times/year
Establishing ADB's operations cycle in DMCs as the principal context and basis for planning and implementing ADB's knowledge solutions	ADB's knowledge solutions will be DMC-led with efforts to (i) systematically identify and understand DMCs' needs and priorities; (ii) use the ADB operations cycle (e.g., CPS, COBP, CPM, and CPRM) to build and execute a program of knowledge solutions in each DMC, and, where appropriate, individual knowledge solutions linked to current/planned investment operations; (iii) consult resident missions on planning and implementation of all knowledge solutions; (iv) embed knowledge solutions in ADB's advisory and analytical work, loans, and technical assistance throughout the operations cycle; (v) facilitate the adaptation and use of regional and global knowledge and make new contributions to it;	Operations departments, RSDD/KSSC	Continuous

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	(vi) undertake comprehensive diagnostics of the need for knowledge solutions in individual DMCs and (sub)region-ally, and plan multiyear programmatic assistance for knowledge solutions; and (vii) undertake, through RSDD and sector divisions in the regional departments, comprehensive diagnostics of the need for knowledge solutions in individual DMCs and (sub)regionally; implement project- and program-level support for knowledge solutions through ADBI, ERD, OREI, the operations depart-ments, and RSDD collaboration; and establish multiyear programmatic funding/technical support for knowl-edge solutions.		

Goal 2: Enriching the Quality of ADB and Developing Member Country Knowledge

Capabilities For Development Effectiveness

To become a stronger knowledge institution for development in Asia and the Pacific, ADB must increase the quantity and quality of its knowledge capabilities and those of its DMCs and apply them in relation to ADB's areas of operation under Strategy 2020.

Subgoal	Action	Responsible unit	Timetable
Strengthening the roles and contributions of ADB's sector and thematic CoPs	Invite ADBI to participate in selected CoPs.	CoP chairs	Starting Q2 2013
	Align existing CoPs with eight "areas of operations" and three of the "drivers of change."	CoP chairs, with support from OREI, RSDD/KSSC	By end-Q4 2013
	Update the terms of reference of CoPs and work plans, and establish results frameworks.	CoP chairs, RSDD/KSSC	By end-Q4 2013
	Make proactive and demonstrated participation in the CoP a condition for continued membership, and ensure lead specialists and advisors/senior advisors accept lead responsibilities within the CoP work plan.	CoP chairs	Starting Q2 2013
	Strengthen engagement with peers at other major development partners and share that knowledge at ADB.	CoP chairs	Starting Q2 2013
	Develop and keep current at ADB an electronic library of explicit and tacit knowledge for the CoP domain and support its dissemination, and prepare best practice notes and policy briefs.	CoP chairs, with support from RSDD/ KSSC	Starting Q3 2013
	Foster and guide ADB operations for pilot-testing new methods, technologies, and other innovations in their domain.	CoP chairs, with support from RSDD	Starting Q2 2013

Table continued

	Conduct inter-CoP knowledge sharing for the development of multi-domain knowledge solutions applicable to ADB operations.	CoP chairs, with support from RSDD/KSSC	Starting Q2 2013
	Provide guidance to operations departments on the formulation of their knowledge management plans for the unit and in individual DMCs.	CoP chairs, with support from RSDD/KSSC	Starting Q2 2013
	Introduce selective external peer participation in ADB's CoPs, as well as ADB participation in external CoPs, including inter-DMC CoPs.	CoP chairs	Starting Q2 2013
	Advise ADB's recruitment of specialized sector and thematic expertise into the organization.	CoP chairs	Starting Q2 2013 (where this is not already the case)
	Give the PPP CoP a lead role for directly advising the operations departments on the design and implementation of knowledge solutions with a strong private sector focus.	PPP CoP Chair	Starting Q2 2013
Creating knowledge solutions through partnerships with centers of excellence and knowledge hubs	Establish strategic and programmatic partnerships with centers of excellence and knowledge hubs to, among others, accelerate knowledge solutions for ADB's key operational areas, and design and manage innovation and pilot-testing and learning.	Operations departments and specialized knowledge units, with support from ADBI, CoPs, IED, RSDD/KSSC	Starting Q2 2013
	Promote and implement greater South–South knowledge sharing across Asia and the Pacific and inter-regionally.	Operations departments and specialized knowledge units, with support from ADBI, IED, RSDD/KSSC	Starting Q2 2013
	Source the majority of total professional inputs for knowledge solutions from ADB and ADBI staff and from the professional resources of partners including centers of excellence, knowledge hubs, and DMCs.	Operations departments and ADBI, with support from RSDD/KSSC, specialized knowledge units	Starting Q2 2013 and continuous.

Table continued

Expanding ADB operations for innovation and pilot-testing	Consider opportunities for innovation and pilot-testing in DMCs during the preparation of a CPS, COBP, or CPM, as appropriate.	Operations departments, with support from CoPs, RSDD	Starting Q3 2013
	Mobilize concessional financing and grants to enable DMC participation and finance local capacity to apply successful new knowledge solutions more widely, and evaluate feasibility of an innovation market place.	Operations departments, with support from OCO, RSDD	Starting Q2 2013
Providing ADB-wide knowledge sharing and support services	Implement KSSC to provide superior, cost-effective knowledge sharing and support services to the operations departments, specialized knowledge units, OIST, and CoPs to distill and synthesize explicit and tacit knowledge; assist the operations departments and collaborate with ADBI to strengthen knowledge management in DMCs; support sector and thematic skill development for ADB staff; develop an ICT-based knowledge platform; and support knowledge sharing among public and private sector DMC stakeholders within and across DMCs.	RSDD, with support from BPMSD	Starting Q2 2013
Defining, measuring, and reporting the performance of ADB's knowledge solutions	Develop a knowledge management results framework for the collective knowledge solutions of ADBI, ERD, OREI, and RSDD, in close consultation with other offices and departments, linked via key indicators to ADB's accountability at the country level.	OVPKM, with support from SPD	By end-Q4 2013

Goal 3: Advancing ADB's Knowledge Assets,

Information Systems, And Communications

ADB should foster, help build, and support a vibrant, "virtual" international community of development practitioners involved in the economic and social development of Asia and the Pacific. ADB's development communications need to move beyond providing information to providing new ideas.

Subgoal	Action	Responsible unit	Timetable
Investing in integrated databases	Invest in the development and access of up-to-date, complete, and integrated databases on economic and social development in DMCs.	OIST, with support from ADBI, ERD, OREI, operations departments, RSDD	Commence under ISTS III

Table continued

Easing access to data and information	Ensure ADB's ICT architecture and communications practices support knowledge development, dissemination, and sharing, and provide multiple stakeholders with knowledge solutions via multiple communication channels (extranet, data library, search facility, communications platforms, portability, and sustainable ICT services), including quick adaptation to latest technology powerful and highly portable "smart devices."	OIST, with support from ADBI, DER, specialized knowledge units, RSDD/KSSC	Commence under ISTS III
	Transform the current Publications Committee into a Knowledge Communications Committee, adopting ICT-based communications as the default to produce and share knowledge solutions; and review ADB's existing procedures and practices that govern preparation, approval, and release of ADB's knowledge solutions to external stakeholders.	DER, with support from OGC	Starting Q2 2013
	Grant public, private, and civil society stakeholders with a license or right to use, remix, and redistribute all materials and articles, written, and produced by ADB staff and consultants as part of their official duties, as long as attribution is given to ADB as the copyright owner.	DER, with support from OGC	Starting Q2 2013
	Consider development of ICT platforms to host subregional and sector and thematic websites of ADB.	OIST, with support from RSDD/KSSC	Commence under ISTS III
	Establish a physical ADB knowledge facility with, among others, modern facilities and ICT, to accommodate the increasing demand for generating knowledge solutions through partnerships and for conducting knowledge sharing for DMCs.	OIST, with support from RSDD/KSSC	By Q4 2014
	Examine the potential benefits of cloud-based ICT systems for corporate-wide knowledge management and communications, and define requisite changes to policy and resource allocation.	OIST, with support from BPMSD, SPD	Commence under ISTS III

Table continued

Goal 4: Empowering and Resourcing High-Quality
Knowledge Solutions
Raise ADB's expectations—but also ADB's encouragement, opportunities, and incentives—of all parts of the organization to contribute to the strategic resourcing, development, and implementation of knowledge solutions.

Subgoal	Action	Responsible unit	Timetable
Creating a more demanding and favorable organizational environment for knowledge solutions at ADB	Define a knowledge-related agenda/program in their unit-wide and where appropriate individual staff member's annual work plans.	All departments/offices	Starting Q2 2013
	Recognize and reflect staff's performance and accomplishments on knowledge solutions through annual performance assessments and awards, staff rotation across the operations departments and specialized knowledge units in ADB, training, and promotion and career advancement.	All departments/offices	Starting Q2 2013
	Examine short-term "sabbaticals" for senior managers of the operations departments into the specialized knowledge units. Use more flexible employment models that attract, retain, and release high-caliber researchers and sector and thematic specialists.	BPMSD	Starting 2013 and continuous
Improving resource utilization and strengthening financial support for knowledge solutions	Improve the efficiency of knowledge solutions through greater prioritization and minimized redundancy across all ADB knowledge solutions, closer coordination and collaboration among and between specialized knowledge departments and operations departments, more efficient use of technology, and more judicious use of consultants.	BPMSD, with support from operations departments, specialized knowledge units	Starting Q2 2013
	Regularly review recruitment and deployment of sector and thematic expertise set against the prevailing and medium-term operational plans.	BPMSD, with support from operations departments, specialized knowledge units	Starting Q2 2013
	Ensure budgeting and resource allocations for knowledge solutions help incentivize originality and innovation, ensure transparency, and avoid any perceived conflict of interest in the use of resources by any unit.	BPMSD and SPD	Annually
	Establish a more robust and resilient financial foundation to finance knowledge solutions in the future, including	OCO, with support from operations departments, specialized knowledge units, SPD	Starting Q2 2013

Table continued

(i) demonstrating knowledge solutions as value for money to DMCs and knowledge partners, (ii) requesting more public and private development partners to provide more programmatic support, (iii) partnering with private sector entities who see ADB as a relevant source of knowledge services to advance their CSR programs and philanthropy programs, (iv) cooperating with regional and global initiatives that commit additional resources to finance emerging priority interests, and (v) making efforts to enhance cost sharing by DMCs for implementing knowledge solutions.		
Mobilize operational funds, including coverage of ADB's administrative costs as trustee.	OCO, with support from operations departments, ERD, OREI, RSDD	Starting Q2 2013
Revise relevant ADB policies, practices, and guidelines to support engagement with centers of excellence, knowledge hubs, CSR programs of private sector corporations, and private philanthropists.	SPD, with support from OCO, OGC, OSFMD	Starting Q2 2013

BPMSD = Budget, Personnel, and Management Systems Department; COBP = country operations business plan; CoP = community of practice; CPM = country programming mission; CPRM = country portfolio review mission; CPS = country partnership strategy ; CSR = corporate social responsibility; DER = Department of External Relations; DMC = developing member country; ERD = Economics and Research Department; ICT = information and communication technology; IED = Independent Evaluation Department; ISTS = Information Systems and Technology Strategy; KSSC = Knowledge Sharing and Services Center; OCO = Office of Cofinancing Operations; OGC = Office of the General Counsel; OIST = Office of Information Systems and Technology; OREI= Office of Regional Economic Integration; OSFMD = Operations Services and Financial Management Department; OVPKM = Office of the Vice-President for Knowledge Management and Sustainable Development; PPP = public–private partnership; RSDD = Regional and Sustainable Development Department; SPD = Strategy and Policy Department; VPKM = Vice-President for Knowledge Management and Sustainable Development.

Knowledge Management Directions and Action Plan (2013–2015):
Supporting "Finance ++" at the Asian Development Bank

The motivation behind strengthening knowledge management at the Asian Development Bank (ADB) is to offer our Developing Member Countries (DMCs) what we call "Finance ++": superior combinations of ADB's own finance plus leverage of resources through partnership plus knowledge that will maximize and accelerate development effectiveness for ending poverty across the Asia and Pacific region. The knowledge management directions and action plan set out in this publication focus on prioritizing and implementing knowledge solutions; enriching the quality of ADB and DMCs' knowledge capabilities for development effectiveness; advancing ADB's knowledge assets, information systems, and communications; and empowering and resourcing high-quality knowledge solutions.

About the Asian Development Bank

ADB's vision is an Asia and Pacific region free of poverty. Its mission is to help its developing member countries reduce poverty and improve the quality of life of their people. Despite the region's many successes, it remains home to two-thirds of the world's poor: 1.7 billion people live on less than $2 a day, with 828 million on less than $1.25 a day. ADB is committed to reducing poverty through inclusive economic growth, environmentally sustainable growth, and regional integration.

Based in Manila, ADB is owned by 67 members, including 48 from the region. Its main instruments for helping its developing member countries are policy dialogue, loans, equity investments, guarantees, grants, and technical assistance.

The 4 lines originating from different sources symbolize ideas coming together to produce new knowledge, and then that knowledge being shared, used and having impacts.

KNOWLEDGE ASIA
from ideas to impacts

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