

Tapping into ADB's Operations Knowledge

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Milestone events:

- ❑ 2001: Long-Term Strategic Framework (2001-2015): **ADB must become a knowledge based learning institution.**
- ❑ 2008: Strategy 2020: **identify knowledge solutions as one of the drivers of change.**
- ❑ 2009: Enhancing Knowledge Management under Strategy 2020 Plan of Action (2009-2011): **we must consciously and actively blend knowledge with financing.**
- ❑ 2013: Knowledge Management Directions and Action Plan (2013-2015): **provide finance++ to its DMC clients.**

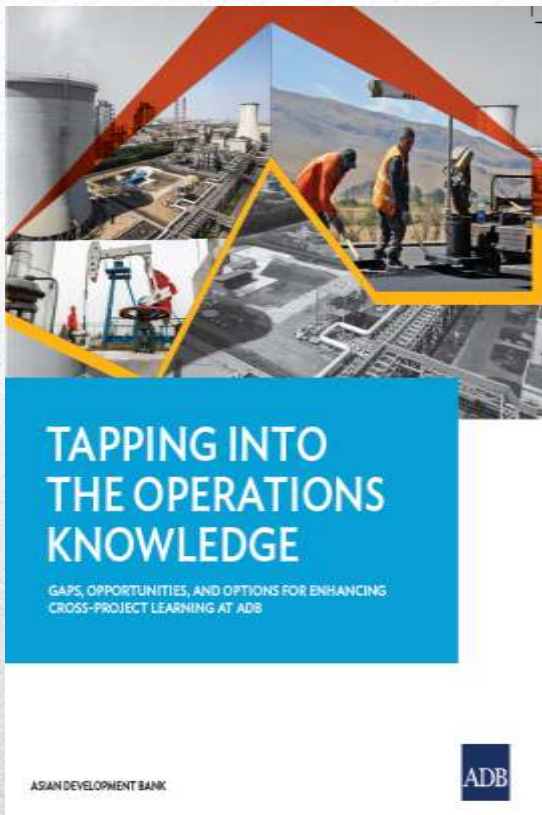
Knowledge Management at ADB

- ❑ Knowledge: knowledge increases capacity for effective action;
Knowledge and information;
- ❑ Type of knowledge:
- ❑ Operations knowledge (OK):
 - Definition: knowledge generated from ADB's development projects, including loan, equity, guarantee and grant projects;
 - Scope: innovations, good practices, lessons learned, ways to tackle challenges;
 - Can be generated from every phase of a project cycle, and cover any aspect of a development project

What is Operations Knowledge

- ❑ ADB's Mandate: finance development projects; OK forms the backbone of ADB's knowledge base;
- ❑ A wealth of OK generated over the last 5 decades; however much embedded, fragmented in various project documents, data banks, and the heads of the project officers;
- ❑ If captured, shared and reused, OK can improve the design/implementation and development effectiveness of future ADB operations;
- ❑ Need tap into the operations knowledge systematically.

Why OK Important for ADB



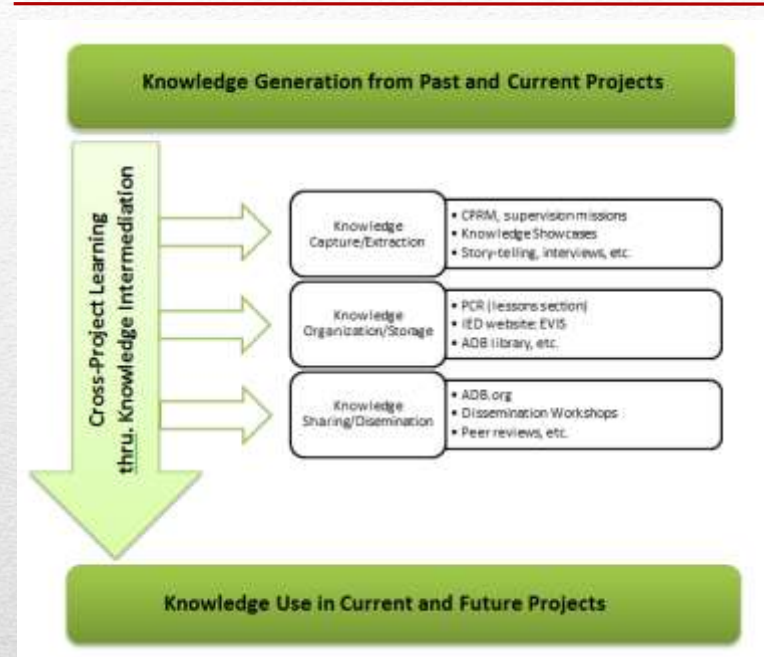
- ❑ **Cross-Project Learning (CPL):** to capture and share knowledge generated from one project for reuse in another project;
- ❑ ADB published a study report on enhancing CPL
- ❑ Major findings:
 - Harden knowledge cycle;
 - Improve knowledge intermediation;
 - Align knowledge and project cycle;

**Capture/Share/Reuse OK
to Enhance CPL at ADB**

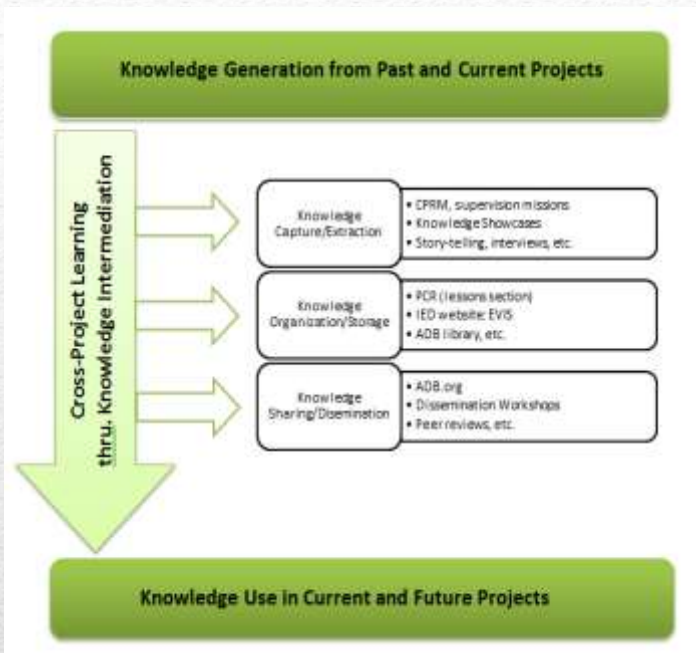
Project Cycle



Knowledge Cycle

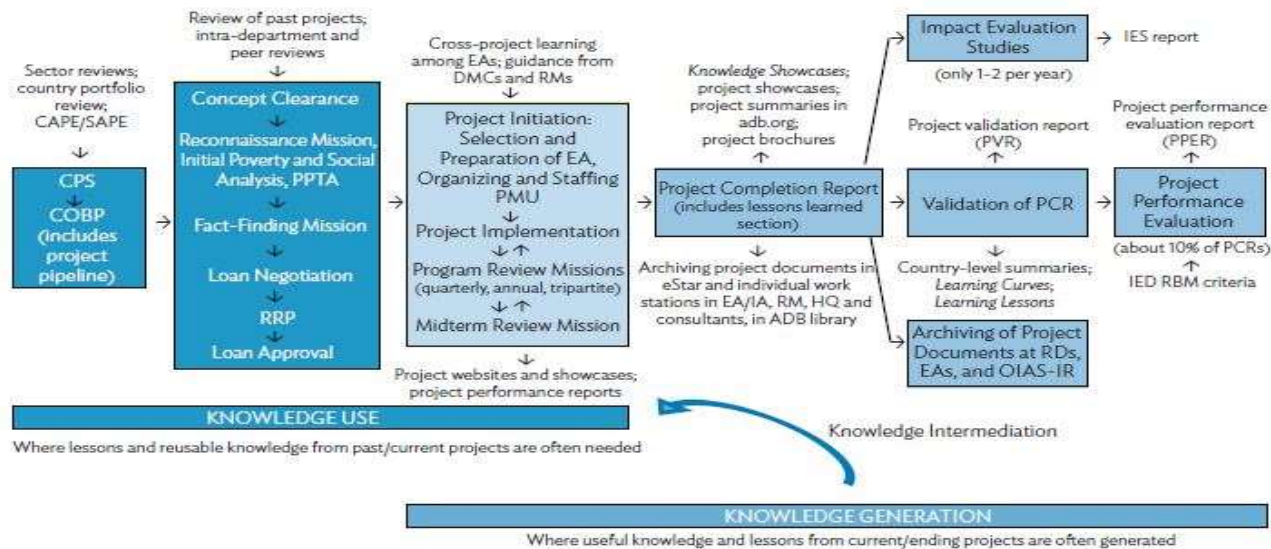


How to Enhance CPL-1 Harden Knowledge Cycle



- ❑ K generation and use usually done by different individuals/units, a wide gap or long process between K generation and use. K generated cannot be used automatically
- ❑ **K Intermediation (KI)**, as the intermediate steps linking K generation and use/reuse, if done properly, will facilitate CPL
- ❑ CPL is more likely to happen when K intermediation policies, procedures, and systems are in place

How to Enhance CPL-2: Improve K Intermediation



CAPE = country assistance program evaluation, COBP = country operations business plan, CPS = country partnership strategy, DMC = developing member country, EA = executing agency, EVIS = Evaluation Information System, HQ = headquarters, IA = implementing agency, IED = Independent Evaluation Department, IES = impact evaluation study, KP = knowledge product, OIAS-IR = Information Resources Section of the Office of Administrative Services Institutional Services Division, PCR = project completion report, PMU = project management unit, PPTA = project preparatory technical assistance, RBM = results-based management, RD = regional department, RM = resident mission, RRP = report and recommendation of the President, SAPE = sector assistance program evaluation, STG = sector and thematic groups.

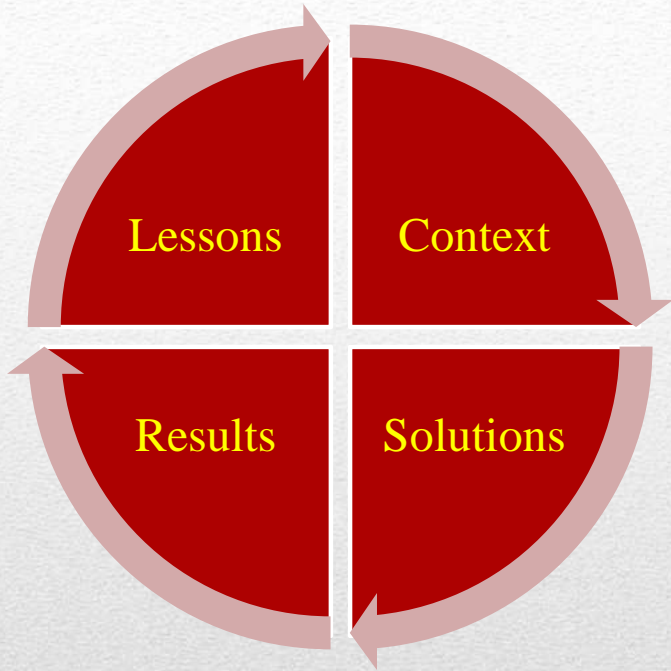
Note: Examples of knowledge generated and used are shown by outgoing and incoming arrows.

Source: ADB task team.

How to Enhance CPL-3: Align K Cycle with Project Cycle

- ❑ More concrete measures need to be taken to enhance CPL:
 - Strengthen peer review process;
 - Tapping multiple K sources for project better design;
 - Maximize the K from resident missions and DMCs;
 - Capture and share tacit knowledge for reuse;
 - Documenting good practice as well as failures;
 - Making K products user responsive; etc.

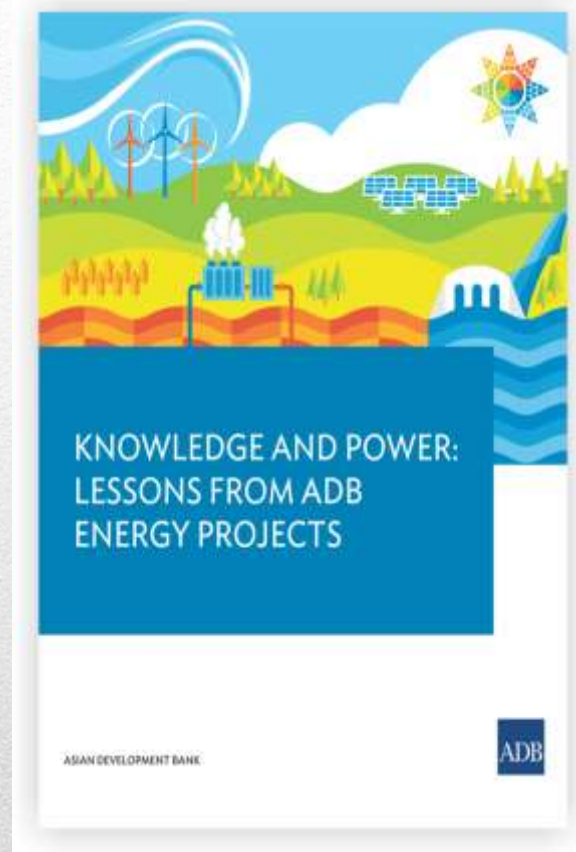
Enhance CPL: Specific Measures



- Tips, guidelines, interview questions, sample knowledge products
- Template:
Contexts ► Solutions ► Results ► Lessons
- Number of words: 2500, 5-8 pages
- Project summary, project snapshot
- key words, for further reading, and for further information

Enhance CPL: Document OK

- ❑ Methodology pilot-tested in energy sector,
- ❑ Sector approach: capture OK in all the subsectors and sub-regions,
- ❑ Structure: sector overview + case stories,
- ❑ Sector overview: provide a background and context,
- ❑ Case stories: capture knowledge from recent ADB projects,
- ❑ Target audience: EAs/IAs, DMC officials, knowledge partners,



Energy Book: a Pilot-Testing

- ❑ Transport book: Move Goods, Connect People, Disseminate Knowledge: Lessons from ADB Transport Projects;
- ❑ Scale up the OK capturing exercise with more sector and thematic groups.

Next Steps: Scale-Up

❑ For further reading:

- <https://www.adb.org/documents/tapping-operations-knowledge>
- <https://blogs.adb.org/blog/why-operations-knowledge-matters-mdbs-and-how-capture-reuse-it>
- <https://www.adb.org/publications/knowledge-and-power-lessons-adb-energy-projects>

❑ For further information:

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Thank You!
