ADB

Technical Assistance Report

Sharing Development Knowledge Solutions in Asia and the Pacific
(Cofinanced by the Republic of Korea e-Asia and Knowledge Partnership Fund)

Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
DMC	–	developing member country
KSSC	–	Knowledge Sharing and Services Center
SDCC	–	Sustainable Development and Climate Change Department
SDG	–	Sustainable Development Goal
STG	–	sector and thematic group
TA	–	technical assistance

NOTE

In this report, "$" refers to United States dollars.

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KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

1. **Basic Data**			**Project Number:** 50367-001
Project Name	Sharing Development Knowledge Solutions in Asia and the Pacific	**Department /Division**	SDCC/SDCC-KS
Nature of Activity	Capacity Development	**Executing Agency**	
Modality	Regional		
Country	REG		

2. **Sector**	**Subsector(s)**	**Financing ($ million)**
✓ Energy	Energy sector development and institutional reform	0.08
	Renewable energy generation - solar	0.08
Agriculture, natural resources and rural development	Agricultural policy, institutional and capacity development	0.08
Education	Technical and vocational education and training	0.08
Finance	Inclusive finance	0.08
Health	Health sector development and reform	0.08
	Health system development	0.08
Public sector management	Public administration	0.08
	Social protection initiatives	0.07
Transport	Multimodal logistics	0.08
	Urban public transport	0.05
Water and other urban infrastructure and services	Urban policy, institutional and capacity development	0.08
	Urban solid waste management	0.08
	Total	**1.00**

3. **Strategic Agenda**	**Subcomponents**	**Climate Change Information**	
Inclusive economic growth (IEG)	Pillar 2: Access to economic opportunities, including jobs, made more inclusive	Climate Change impact on the Project	Low
	Pillar 3: Extreme deprivation prevented and effects of shocks reduced (Social Protection)		
Environmentally sustainable growth (ESG)	Disaster risk management		
	Eco-efficiency		
	Environmental policy and legislation		
	Global and regional transboundary environmental concerns		
	Natural resources conservation		
	Urban environmental improvement		
Regional integration (RCI)	Pillar 1: Cross-border infrastructure		
	Pillar 2: Trade and investment		
	Pillar 3: Money and finance		
	Pillar 4: Other regional public goods		

4. **Drivers of Change**	**Components**	**Gender Equity and Mainstreaming**	
Governance and capacity development (GCD)	Anticorruption	Some gender elements (SGE)	✓
	Client relations, network, and partnership development to partnership driver of change		
	Institutional development		
	Institutional systems and political economy		
	Organizational development		
Knowledge solutions (KNS)	Application and use of new knowledge solutions in key operational areas		
	Knowledge sharing activities		
	Pilot-testing innovation and learning		
Partnerships (PAR)	Bilateral institutions (not client government)		
	Civil society organizations		

Implementation
Official cofinancing
Regional organizations
South-South partner

5. Poverty and SDG Targeting		Location Impact	
Geographic Targeting	Yes	Regional	High
Household Targeting	No		
SDG Targeting	Yes		
SDG Goals	SDG3, SDG6, SDG7, SDG9		

6. Risk Categorization	Low

7. Safeguard Categorization	Safeguard Policy Statement does not apply

8. Financing

Modality and Sources	Amount ($ million)
ADB	**0.25**
Knowledge and Support technical assistance: Technical Assistance Special Fund	0.25
Cofinancing	**0.75**
Republic of Korea e-Asia and Knowledge Partnership Fund (Full ADB Administration)	0.75
Counterpart	**0.00**
None	0.00
Total	**1.00**

I.   INTRODUCTION

1.   The knowledge and support technical assistance (TA) will support the efficient and timely sharing of knowledge solutions for development challenges among member countries of the Asian Development Bank (ADB). Knowledge solutions will be sourced from ADB's technical knowledge, from ADB member countries' own experiences, and from the application of high-level technologies.[1] Knowledge solutions will be shared using a "digital first" approach that makes it easy to prepare, find, and use short-form knowledge content.[2] Real-time communication across ADB and member countries will be supported by online expert communities. TA implementation will also focus on building the skills of developing member country (DMC) counterparts to capture and share their experiences and insights through Development Asia.[3]

2.   The Midterm Review of Strategy 2020 identified knowledge solutions as a strategic priority, and reaffirmed ADB's commitment to promoting innovative solutions and services in DMCs.[4] This TA is included in the 2017 work plan of the Sustainable Development and Climate Change Department.[5]

II.   ISSUES

3.   ADB's DMCs face an increasingly complex set of challenges arising from demographic changes, rapid urbanization, widening income gaps, and climate change. These and other challenges demand knowledge solutions that draw upon different disciplines. At the same time, the Sustainable Development Goals (SDGs) are becoming guiding principles for the allocation of public resources and implementation of policy measures. Shaping solutions in local contexts, especially to localize the SDGs, requires practical ways to exchange knowledge solutions, share policy experiences, develop skills to design better interventions, and provide access to information and experts who can help DMCs formulate localized solutions.

4.   In his Vision Statement for the New Term (1 July 2016), President Nakao stated that "our clients need knowledge inputs, based on ADB's cross-country experiences. It is critical that the sector and thematic groups, under the leadership of their Technical Advisors, promote knowledge work, provide expertise and ideas to operational departments, and strengthen partnerships with centers of excellence around the world."[6] In August 2016, participants in the Roadmap for Knowledge Management Workshop and the Country Directors Forum reinforced this message by highlighting governments' need for just-in-time knowledge responses to requests for advice and information. An independent evaluation of how ADB engages with middle-income countries concluded that ADB should pay closer attention to the knowledge needs of its growing middle-income country clientele and derive value from two-way knowledge transfers carried out by these countries.[7] The President's Planning Directions for 2017 stress that ADB's "knowledge solutions

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[1] ADB (Office of the President). 2016. Operationalizing the Planning Directions for 2017 through Sector and Thematic Groups. Memorandum. 15 March (internal); ADB (Office of the President). 2016. The Use of High Level Technology in Projects. Memorandum. 21 April (internal).

[2] "Digital first" means content is originally created and produced in digital form, rather than having been converted from print. Digital content is produced first and disseminated from appropriate platforms—usually online or mobile first, and broadcast or print if needed

[3] Development Asia. http://Development.Asia.

[4] ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

[5] The TA first appeared in the business opportunities section of ADB's website on 20 June 2017.

[6] T. Nakao. 2016. *Vision Statement for the New Term*. https://www.adb.org/sites/default/files/related/44029/Re-election-Vision-Statement-by-Takehiko-Nakao.pdf.

[7] ADB. 2016. *Corporate Evaluation Study: The Asian Development Bank's Engagement with Middle-Income Countries.* https://www.adb.org/sites/default/files/evaluation-document/182893/files/in440-16.pdf.

should be operationally relevant, help build more robust pipelines, and support innovation and integration of high-level technology in project designs."[8]

5.   ADB's knowledge outputs, as well as the knowledge derived from its operations and partnerships, are not consistently accessible to users. The Top Task Survey conducted on ADB's website in 2015 revealed that DMC users are interested in lessons and good practices from project implementation; policy and technical advice from ADB; case studies; accessing raw data and datasets from projects; collaborating, sharing knowledge, and networking with peers and ADB experts; and e-learning and training opportunities.[9] Survey respondents also indicated that it takes too long to access content from the ADB website, that content can be difficult to find, and that users generally prefer short-form technical content. These findings suggest that the current curation of ADB content makes it difficult to find and use knowledge. Development Asia complements the role of ADB's website by sharing knowledge solutions for DMC development challenges in a digital first format. Such solutions are drawn from a variety of sources within ADB and from ADB members.

III.   THE TECHNICAL ASSISTANCE

A. Impact and Outcome

6.   The TA is aligned with the following impact: DMCs' ability to address their development challenges through knowledge-based solutions improved.[10] The TA will have the following outcome: DMCs' access to knowledge solutions from ADB, other ADB members, and knowledge partners improved.[11]

B. Outputs, Methods, and Activities

7.   The proposed TA has three outputs: (i) enriching the Development Asia website by substantially expanding its content; (ii) encouraging more active and practical approaches to knowledge exchange among ADB (including Sector and Thematic Groups or STGs), DMCs, and development partners; and (iii) building the capacity of DMC officials to use a common platform to share their knowledge with ADB and their peers.

8.   **Output 1: Development Asia's website enriched.** Through Knowledge for Solutions - Knowledge Portal (Subproject 3) and South-South Knowledge Sharing Program (Subproject 2), the web-based platform called Development Asia, which was developed to promote country-to-country knowledge sharing and disseminate ADB's knowledge solutions faster and more easily, went live in the third quarter of 2016 and was officially launched on 4 July 2017.[12] Six easy-to-

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[8] ADB (Office of the President). 2017. *Planning Directions for 2017 and Preparation of Work Program and Budget Framework, 2018–2020.* Memorandum. 27 February (internal).

[9] Top task is a survey method that identifies and ranks the tasks that stakeholders are trying to perform through a webpage.

[10] As defined by the project.

[11] The design and monitoring framework is in Appendix 1.

[12] ADB. 2014. *Technical Assistance for Knowledge for Solutions – Knowledge Portal.* Manila (TA 8833-REG https://www.adb.org/projects/48242-005/main#project-pds). This TA project developed and launched a "proof-of-concept" web-based knowledge portal site initially known as K-Portal but later named Development Asia. The site sought to collect and share short-form, digital-first knowledge solutions for the easier use and faster dissemination of knowledge relevant to DMC development. ADB. 2014. *Technical Assistance for Knowledge for Solutions - South–South Knowledge Sharing Program.* Manila (TA 8831-REG https://www.adb.org/projects/48242-004/main#project-pds). This TA project supported pilot knowledge-sharing activities to identify structural gaps in the systematic promotion of country-to-country knowledge sharing. Pilot activities under this TA pointed to the structural difficulty of

produce and easy-to-read formats were developed (Supplementary Appendix 1). The platform has more than 100 pieces of content curated from knowledge products, reports, interviews, and events delivered by STGs, the Economic Research and Regional Cooperation Department, regional departments, and external content partners. Modern approaches to collaboration through online communities were also researched and piloted through Knowledge for Solutions - Knowledge Portal (Subproject 3). Three focus group discussions with selected DMC officials from the Philippines were used to guide content preparation.

9.   Although the Development Asia website is growing, it requires more content to be a dynamic and rich source for learning about best practices and the practical application of high-level technologies. It must also support online collaboration among experts and peers beyond ADB to help DMCs develop knowledge solutions suitable for their contexts. The TA will enrich the website's content by repurposing existing knowledge solutions from (i) selected ADB knowledge products and services; (ii) the experiences of countries in Asia and the Pacific, as well as other regions; and (iii) experience gained from the use of innovative or advanced technologies in ADB's member countries, where a digital first approach would increase the findability of curated knowledge solutions. Content from country knowledge plans could also be disseminated through Development Asia. Lessons from ADB's website and other websites are reflected in the evolution of Development Asia as a modern knowledge and collaboration solution. The TA will also support the consolidation of content from websites created under ADB TA projects and left static after the expiration of these projects.

10.   **Output 2: Online communities in Development Asia created and actively engaged.** The TA will also support the creation of online expert communities operating through Development Asia. Staff from STGs, operations departments, and other ADB departments can interact actively with their counterparts in governments, research institutions, universities, private manufacturers of high-level technology, and other knowledge organizations on development issues facing DMCs. In addition to existing online communities accessible through Development Asia (e.g., those concerned with education, governance, and internal audit), the TA will develop communities for climate change, gender, health, and social development, among others.

11.   **Output 3: Training on capturing and sharing knowledge and experiences provided**. The TA will pool insights and good practices from countries by building the skills of DMC partners, executing and implementing agencies, and knowledge partners to capture and share their experiences and insights and encourage them to share their products through Development Asia. The capacity of DMC partners, executing and implementing agencies, and knowledge partners to capture and share knowledge will be strengthened further through webinar training and e-learning, face-to-face sessions linked to ADB events, and various other learning initiatives. The TA will improve access to SDG-related content relevant to DMCs, create better links between technical experts from ADB and DMC-based organizations, and share innovative solutions and applications of high-level technology to development challenges. In doing so, the TA will provide DMCs with access to insights and analysis that will help them craft their own approaches to solving economic, environmental, and social problems in their contexts and in collaboration with partners.

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supporting (i) knowledge-sharing activities beyond ADB's member countries, (ii) the sharing of knowledge regarding the application of high-level technologies with DMCs, and (iii) addressing DMCs' knowledge needs in a just-in-time manner.

C. Cost and Financing

12.   The TA is estimated to cost $1,000,000, of which $250,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF 6) and $750,000 will be financed on a grant basis by the Republic of Korea e-Asia and Knowledge Partnership Fund and administered by ADB. The key expenditure items are listed in Appendix 2.

D. Implementation Arrangements

13.   ADB will administer the proposed TA through the Knowledge Sharing and Services Center (KSSC) of the Sustainable Development and Climate Change Department. The KSSC will work in close collaboration with ADB operations departments (including resident missions), knowledge departments, STGs, external knowledge partners, and selected government agencies and organizations (e.g., academics and think tanks) in ADB member countries to generate content for Development Asia.[13] The KSSC will select, supervise, and evaluate consultants, and organize and provide resource persons for training sessions. The implementation arrangements are summarized in the following table.

Implementation Arrangements

Aspects	Arrangements		
Indicative implementation period	September 2017 – November 2020		
Executing agency	ADB through the KSSC		
Implementing agencies	The KSSC in collaboration with ADB operations departments (including resident missions), sector and thematic groups, external knowledge partners, and selected government agencies and organizations.		
Consultants	To be selected and engaged by the KSSC		
	International consultants (individual consultant recruitment)	43 person-months	$492,500
	National consultants	99 person-months	$358,000
Disbursement	The TA resources will be disbursed following ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). Disbursement involves using external financing before the TASF.		

ADB = Asian Development Bank, KSSC = Knowledge Sharing and Services Center, TA = technical assistance, TASF = Technical Assistance Special Fund.
Source: ADB.

14.   The KSSC will work with STGs and the operations departments, in identifying materials to be developed as digital first, based on the operational know-how and use of innovative and high-level technologies that are part of their annual work programs. Using recommendations from STGs and operations departments, the KSSC will identify and collaborate with potential knowledge partners who can share their content through Development Asia while promoting country-to-country knowledge sharing. High-level technology application cases will be showcased in close consultation with sector and thematic groups.

15.   The KSSC will prioritize the curation of content with resident missions that have larger pipelines and greater opportunities to apply high-level technology at scale. To identify content from projects, a survey of key executing and implementing agencies will be carried out to ensure

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[13] ADB will obtain a no-objection in writing from the relevant DMC before conducting or financing any TA activities within the DMC's territory.

that initiatives under this TA address their knowledge need priorities meaningfully. Partnerships will be built with research institutions and other organizations to develop content for the site.

16.   The KSSC, in consultation with STGs, the Economic Research and Regional Cooperation Department, the Department of External Relations, and the operations departments, will develop a plan to convert existing content into curated digital content for Development Asia. Special attention will be given to content aligning with DMC needs identified in country partnership strategies and country knowledge plans. The short-content form will make it easier for materials to be translated into DMC languages for wider dissemination.

17.   **Consulting services.** Through individual consultant selection, the KSSC will engage experts to draft a digital first strategy, manage client relations, and test the usability of the site, as well as to design, encode, and facilitate online communities under output-based, lump-sum contracts with a provision for fixed out-of-pocket expenditures. The KSSC will also engage part-time technical writers under the supervision of a senior editor to support the STGs on content audit, writing, and editing for Development Asia. ADB will engage the consultants in accordance with the Guidelines on the Use of Consultants (2013, as amended from time to time).[14]

18.   **Social media and websites.** The Planning Directions for 2017 and Work Program and Budget Framework for 2018–2020 strongly emphasize the mainstreaming of knowledge solutions. In light of this support, it is expected that Development Asia will be sustained by KSSC staff time using ADB's administrative budget after the TA is closed. Development Asia will tap content from both ADB and non-ADB sources. To finance content development, the KSSC will also draw from the TA resources of other departments and content produced by knowledge partners. A content partnership already exists with Brink Asia, and several other organizations have expressed interest in content partnerships and exchanges with no financial implications. A communication plan has been prepared to promote Development Asia among target audiences, including technical specialists and development practitioners in DMCs.

IV.   THE PRESIDENT'S DECISION

19.   The President, acting under the authority delegated by the Board, has approved (i) ADB administering a portion of technical assistance not exceeding the equivalent of $750,000 to be financed on a grant basis by the Republic of Korea e-Asia and Knowledge Partnership Fund, and (ii) ADB providing the balance not exceeding the equivalent of $250,000 on a grant basis for Sharing Development Knowledge Solutions in Asia and the Pacific, and hereby reports this action to the Board.

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[14] Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3).

DESIGN AND MONITORING FRAMEWORK

Impact the TA is Aligned with			
DMCs' ability to address their development challenges through knowledge-based solutions improved[a]			

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
Outcome DMCs' access to knowledge solutions from ADB, other ADB members, and knowledge partners improved	a. At least 25 DMCs using content in Development Asia by 2020 (2017 baseline: 2) b. At least five countries regularly contributing or sharing content on Development Asia by 2020 (2017 baseline: 0)	a. Web analytics (page views by country) b. Web analytics and the results of simulated task analysis[b]	Stakeholders who access the knowledge may not have sufficient influence over the design and application of solutions.
Outputs 1. Development Asia's website enriched	1a. At least 40% of ADB technical studies, working papers, briefs, events and training sessions, and other knowledge outputs, including those identified in country knowledge plans, have "digital first" complementary content in Development Asia by 2020 (2017 baseline: 0%)	1a. Biannual inventory by the KSSC of new content in Development Asia	Delays in approving content for Development Asia by content owners Non-ADB members of established online communities may not engage fully with knowledge-sharing activities.
	1b. At least 60% of content rated as useful by 2020 (2017 baseline: 5%)	1b. Usefulness metric on website analyzed annually	Delays in the adoption of the digital first format as an approach to sharing knowledge from STGs and other departments of ADB
	1c. At least eight knowledge partners regularly sharing content through Development Asia by 2020 (2017 baseline: 1) 1d. The amount of digital first content (both original and repurposed) increased by at least 50% annually through 2020 (2017 baseline: 100 items)	1c–1d. Annual monitoring of online activities by the KSSC on the Development Asia website analytics	
2. Online communities in Development Asia created and actively engaged	2. At least six online communities created by 2020, with the following targets: (i) Number of members of the communities increases by at least 5% each year from 2017	2. Monitoring of online activities by the KSSC on the Development Asia website analytics	Conflicting ideas shared by participants may discourage discussion.

	(2017 baseline: 752 members) (ii) The amount of comments and feedback on discussion threads increases by at least 10% each year (2017 baseline: 2% increase in the amount of comments from 2016)		
3. Training on capturing and sharing knowledge and experiences provided	3a. At least 50 participants trained by 2020 (2017 baseline: 0) 3b. At least 25% of trained DMC participants contribute content to Development Asia using the templates by 2020 (2017 baseline: 0)	3a. Training reports (face-to-face or online) 3b. Quarterly inventory by the KSSC of new content in Development Asia	DMC participants nominated to attend TA-sponsored training courses on knowledge capturing and sharing may be reluctant to share their knowledge

Key Activities with Milestones
1. Development Asia's website enriched
1.1 Conduct a survey of executing and implementing agencies and establish systems for capturing and sharing knowledge from non-ADB sources, particularly DMCs and other members (Q4 2017–Q3 2018).
1.2 Establish systems for capturing and sharing knowledge from ADB experts, operations, publications, events, and training sessions (Q4 2017–Q2 2019).
1.3 Regularly measure results and adjust the approach used based on evidence (Q1 2018–Q4 2020).

2. Online communities in Development Asia created and actively engaged
2.1 Establish and maintain a database of stakeholders for pilot online communities (Q1 2018–Q4 2020).
2.2 Conduct marketing campaigns to engage stakeholders and invite them to join Development Asia's online communities (Q2 2018–Q4 2020).
2.3 Conduct online and face-to-face awareness-raising campaigns among stakeholders (DMCs and knowledge partners) to build awareness of, contributions to, and the use of Development Asia; stimulate membership in online communities; enroll in courses; and obtain feedback (Q1 2018–Q4 2020).

3. Training on capturing and sharing knowledge and experiences provided
3.1 Develop two to four online short courses to teach collaborators (i.e., DMCs, other members, and knowledge partners) about the digital first format, with a contribution to Development Asia as a learning output (Q4 2017–Q3 2019).
3.2 Establish a mentoring scheme to help online community members produce content for Development Asia, such as connecting them with KM focal in RDs and RMs willing to capture DMC experiences (Q1 2018–Q4 2020).

Inputs
ADB: $250,000
Republic of Korea e-Asia and Knowledge Partnership Fund: $750,000
Assumptions for Partner Financing
Not Applicable.

ADB = Asian Development Bank, DMC = developing member country, KM = knowledge management, KSSC = Knowledge Sharing and Services Center, Q = quarter, RD = regional department, RM = resident mission, STG = sector and thematic group, TA = technical assistance.
[a] As defined by the project.
[b] Simulated task analysis is a process whereby novice individuals are observed performing given tasks through a digital platform. Their performance is measured for the purpose of a detailed analysis to enhance efficiency and effectiveness of a digital platform
Source: ADB.

COST ESTIMATES AND FINANCING PLAN
($'000)

Item	Amount
A. Asian Development Bank[a]	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	202.0
ii. National consultants	14.5
2. Miscellaneous administration and support costs	12.0
3. Contingencies	21.5
Subtotal (A)	**250.0**
B. Republic of Korea e-Asia and Knowledge Partnership Fund[b]	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	240.5
ii. National consultants	343.5
2. Training, seminars, workshops, forum, and conferences	
a. Developing member country participants	35.0
b. Facilitators and Resource persons	45.0
c. Travel cost of ADB staff acting as resource person[c]	5.0
d. Training programs	5.0
e. Representation expenses	10.0
3. Miscellaneous administration and support costs	66.0
Subtotal (B)	**750.0**
Total	**1,000.0**

Note: The technical assistance is estimated to cost $1,000,000, of which contributions from the Asian Development Bank (ADB) and Republic of Korea e-Asia and Knowledge Partnership Fund are presented in the table above.
[a] Financed by ADB's Technical Assistance Special Fund (TASF 6).
[b] Administered by ADB.
[c] In accordance with a memo from the director general of the ADB Budget, Personnel, and Management Systems Department (dated 6 June 2013), when ADB staff act as resource persons for purposes of effectiveness, travel costs are charged to the TA, but salaries and benefits are absorbed by the internal administrative expenses budget.
Source: ADB estimates.

LIST OF LINKED DOCUMENTS

http://www.adb.org/Documents/LinkedDocs/?id=50367-001-TAReport

1.   Terms of Reference for Consultants

Supplementary Documents

2.   Content Types for Development Asia
3.   Communications Plan for Development Asia