



2011 Survey of ADB-Hosted Communities of Practice

Final Report

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I. INTRODUCTION

A. Synopsis

1. This report presents the background, analysis, key findings, and conclusions of the 2011 Survey of ADB-Hosted Communities of Practice (CoPs). The survey took place in February 2011 and updates a first-ever exercise conducted in 2009.

2. This report is structured as follows: Part I provides an introduction to the survey: Section B defines CoPs and Section C examines the development of CoPs in ADB in the recent past.¹ The background, design, and methodology of the survey are described in Section C. Part II presents an analysis of the survey questionnaires: Section A of Part II provides an analysis of the survey responses and Section B analyses the respondents. Part III of this report describes the key findings of the survey and Part IV presents concluding remarks.

B. About Communities of Practice

3. CoPs are groups of people who generate, nurture, and share knowledge in a domain. CoPs define themselves according to their focus, how they function, and what capabilities they produce. Their members share a passion for learning together through regular interaction and knowledge exchange.

4. There are six key dimensions of a CoP: domain, community, practice, motivation, structure, and mandate. A domain is a defined area of shared inquiry (often with a sector or thematic focus). Community refers to the relationships among active members and the sense of belonging and identity that membership provides. Practice refers to the body of knowledge and information used by the CoP. Each member has expertise in the domain that is recognized by other members. Motivation refers to the personal interest and priority that members are willing to commit to the CoP in their work plans and work activities. Structure describes the balance of formal and informal relationships and ways of working. Hierarchy is not an important characteristic of CoPs. The status of CoP members is measured by the value of the contributions they make to the community. Finally, mandate refers to the priority that management of the host organization, where there is one, ascribes to the CoP and the resource implications they are willing to commit. Mandate defines the sector or thematic focus and the expected results of the CoP and helps generate the space for individual commitment by the CoP members.

5. CoPs keep know-how of a domain alive by sharing what they know, building on that, and adapting knowledge to specific sector, thematic, and project applications. CoPs are important because they can generate social capital, galvanize knowledge sharing, facilitate learning, and enable change.

6. CoPs comprise a core group, an inner circle, and an outer circle. The core group manages the CoP based on an agreed coordination mandate. It provides secretarial support as necessary. The inner circle serves as a steering committee with an informal structure, meeting once or twice a year. Together, the core group and the inner circle form the 'active group' of the

¹ ADB's Knowledge Management Center is currently drawing a timeline of the critical decisions, events, and activities that have conducted CoPs in ADB since the early 2000s.

CoP—its source of energy and direction. The outer circle embraces interested members, contributors, and readers in a loose network.

C. Background to ADB's Communities of Practice

7. In the light of their potential contribution to organizational development, ADB decided to promote well-functioning CoPs in 2002, from the time of ADB's reorganization. Since then, CoPs have been increasingly recognized as a powerful organizational instrument that can help ADB accomplish Strategy 2020.² At the time of the survey ADB had 13 CoPs³ in key sector and thematic areas (domains). Their mandate is to contribute or advise on (i) general strategic directions in priority sectors and themes of ADB, (ii) ADB-wide sector and thematic work, including inputs to related sector and thematic reports; (iii) ADB-wide knowledge products and services, including good practices, and technical and flagship publications; and (iv) staffing issues, including the skills mix in ADB and staff participation in external learning events.

8. In 2009 a survey of the CoPs hosted by ADB was conducted.⁴ It revealed that:

- CoPs represent areas of common interest, usually (but not always) have clear domains, provide a welcome social environment and give staff members a sense of belonging, help build relationships, and benefit daily work.
- CoPs are driven by willingness to participate, motivate members to share work-related knowledge, but do not always build up communal resources.
- CoPs break down communication barriers among staff members but communication platforms are not very user-friendly.
- CoPs do not leverage knowledge management tools particularly well.
- The contribution of CoPs to accomplishment of better results in projects and economic and sector work can be improved.
- Linkages to country partnership strategies and policy work are weak.
- CoPs deliver unevenly on knowledge management-related functions, viz., strategy development, management techniques, collaboration mechanisms, knowledge capture and storage, and knowledge sharing and learning.
- A dedicated and passionate facilitator is considered most important to success, together with building trust, rapport, and a sense of community.
- Opinions diverge widely regarding the six functions of CoPs, but convening and learning and facilitating are deemed to be what the CoPs hosted by ADB are best at.
- Participation is severely limited by lack of time and incentives.
- Motivation to participate calls for a wide mix of incentives, with an accent on opportunities for learning and development and staying current in one's sector or theme.
- Involving external partners would help generate and share knowledge.
- ADB's approach (business processes) to CoPs is flexible.

9. In summary, the 2009 survey concluded that, notwithstanding their good work, (i) CoPs have limited outreach to all staff, especially those in resident missions (RMs) and representative

² ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2020*. Manila. Available: www.adb.org/strategy2020/

³ This has now increased to 14 CoPs with the recent addition of a CoP on 'Public-Private Partnerships'.

⁴ ADB. 2009. *Strengthening Communities of Practice in ADB*. Available: www.adb.org/documents/reports/consultant/strengthening-communities-of-practice.pdf

offices; (ii) the budget for staff development and knowledge sharing is limited, and (iii) there is a need to realign the work and mandates of CoPs with Strategy 2020.

10. In 2009, ADB President Haruhiko Kuroda approved *Enhancing Knowledge Management under Strategy 2020: Plan of Action 2009-2011*,⁵ detailing actions/outputs to advance the knowledge management agenda under Strategy 2020. (That document should be read in conjunction with *Knowledge Management in ADB*,⁶ which articulates ADB's knowledge management framework.) Of particular interest is the second pillar of the action plan,⁷ which supports initiatives that promote and empower CoPs to act as drivers of change, promote exchange of ideas and good practices, and upgrade technical skills among peers.

11. The 2009 review of CoPs triggered four key proposals to empower the CoPs under the action plan. These proposals were:

- *Ensure that communities of practice become an integral part of ADB's business processes. Supervisors should fully support both professional and national staff (including those in resident missions and representative offices) to participate in the communities, with the staff's contributions recognized more vigorously in the Performance and Development Plan exercise. Management will provide sufficient time for the chairs of the committees to perform their functions for the communities of practice.*
- *Increase the budget of the communities of practice, based on a clear set of objectives, and, most importantly, measurable 'outcomes' of improved knowledge management. Increased budgets will be allocated clearly, directly, and explicitly in proportion to how practical and tangible knowledge management occurs. This will be a case of 'output based financing,' rewarding those who generate and share useful and usable knowledge. Communities of practice with vague or input- and/or process-focused proposals will not be funded. This will entail revising the current purpose and structure of the biannual sector and thematic reports.*
- *Require the communities of practice to more purposefully engage in external partnerships including especially the regional knowledge hubs that ADB finances. (Engaging non-regional knowledge hubs is to be considered as well.)*
- *The role of the knowledge management coordinators in ADB will be reviewed and ways to harness their knowledge, skills, experience, and interests in the form of a community of practice in knowledge management will be proposed.*

12. Since the 2009 CoP review, ADB's support to CoPs has improved as evidenced by increased budgets, streamlined sector and thematic reporting, improved participation in peer reviews of country partnership strategies and loan products, strengthened collaboration between and among CoPs, increased recognition of knowledge and expertise, and expanded outreach to stakeholders. Considering these milestones, a follow-up review of the current

⁵ ADB. 2009. *Enhancing Knowledge Management Strategies*. Manila. Available: www.adb.org/documents/information/knowledge-solutions/enhancing-knowledge-management-strategies.pdf. See also ADB. 2011. *Knowledge Agenda*. Manila. Available: www.adb.org/knowledge-management/action-plan.asp

⁶ ADB. 2004. *Managing Knowledge in ADB*. Manila. Available: www.adb.org/documents/policies/knowledge-management/default.asp. See also ADB. 2011. *Knowledge Management Framework*. Manila. Available: www.adb.org/knowledge-management/knowledge-framework.asp

⁷ ADB. 2011. *Enhancing Knowledge Management under Strategy 2020: Plan of Action 2009–2011*. Manila. Available: www.adb.org/documents/books/km-action-plan/enhancing-knowledge-management-under-strategy-2020.pdf

performance of CoPs is needed to identify ways to further improve performance, as well as challenges and opportunities ahead. In February 2011, ADB launched the second survey of ADB-hosted CoPs.

13. A number of other important recent initiatives have examined knowledge management more widely in ADB. The sixth in a series of Most Admired Knowledge Enterprise (MAKE) surveys was conducted in November 2010 and identified trends in knowledge management in ADB.⁸ The 2010 MAKE survey results had implications for CoPs in ADB. For example, the report refers to 'apathy' among some of the Professional Staff concerning the knowledge management implementation framework of 2004⁹ and identifies the need for Professional Staff to 'understand that their expertise will not be less valued, but on the contrary will be more valued as the knowledge management implementation process begins to build.'¹⁰ CoPs are a particularly good vehicle for valuing the expertise of Professional Staff. The 2010 MAKE survey also reported that the 'All ADB Staff score indicated that ADB's 'strengths' include its 'ability to create an environment promoting individual and organizational learning and sharing (Dimension 6)'.¹¹ Dimension 6 of the MAKE framework refers explicitly to 'Developing communities of practice' as one of nine 'key drivers' for 'Creating a learning organization'.¹² Dimension 5 also refers to 'Developing communities of practice' as a key driver for 'Creating an environment for collaborative knowledge sharing'.¹³

14. The results of the 2010 Learning for Change survey¹⁴ also have implications for understanding CoPs in ADB. The Learning for Change survey was introduced in 2010 to examine organizational learning and deepen understanding of progress toward creating and sustaining ADB as a learning organization. The survey examined characteristics of the four main sub-systems of knowledge management in ADB, namely: Organization, People, Knowledge and Technology, but from the perspective of organizational learning. CoPs span all four sub-systems in ADB. They form part of the organizational infrastructure for learning and knowledge management; they engage people in learning communities; they provide a space for members to identify, create, store, share, and use knowledge; and finally, they harness ICT for the purposes of learning and improving organizational effectiveness. The 2010 Learning for Change survey concluded that staff members perceived ADB to be most competent in relation to the technology subsystem (with a mean score of 3.32 where 1 is low and 5 is ideal).

15. The total membership of CoPs in March 2011 was 1,558 (see Table 1). It should be noted that some individuals are members of more than one CoP so this number does not represent the number of individuals involved in CoPs. CoPs saw a rise in membership over the period 2009–2011.

⁸ ADB. 2010 *Assessment of ADB's Knowledge Management Implementation Framework*. Manila. Available: www.adb.org/documents/reports/consultant/make/default.asp?p=kmlbook

⁹ ADB. 2004. *Knowledge Management in ADB*. Manila. Available: www.adb.org/documents/policies/knowledge-management/knowledge-management.pdf

¹⁰ Ibid. p 24

¹¹ Ibid. p 35

¹² Ibid. p 52

¹³ Ibid. p 51

¹⁴ ADB. 2010 *2010 Learning for Change Survey*. Manila. Available: www.adb.org/documents/reports/learning-for-change-survey.pdf

Table 1: CoP Membership, March 2011

Agriculture, Rural Development, and Food Security	75
Education	41
Energy	171
Environment	110
Financial Sector Development	196
Gender Equity	100
Social Development and Poverty	246
Governance and Public Management	93
Health	24
Regional Cooperation and Integration	26
Transport	147
Urban	115
Water	214
Total CoP Membership	1,558

D. Survey Particulars

1. Design

16. The 2011 survey design reproduced, with minor amendments, the survey of CoPs conducted in 2009. This was done to facilitate the comparison of responses across the two surveys. The main areas of inquiry covered were:

- The extent of participation in CoPs.
- Insights into the clarity of domains.
- Perceptions into the value-added by CoPs.
- Success factors.
- Insights into the varying possible functions of CoPs.
- Dimensions of participation in CoPs.
- Perceptions of ADB's approach to CoPs.
- Recommendations to strengthen CoP effectiveness.

17. Separate on-line questionnaires were used to elicit responses from those who participate as members of CoPs (designated: 'CoP Members') and those who do not (designated: 'non-CoP Members').

18. The questionnaire for CoP Members comprised three Sections (see Appendix 1). Section I (questions 1–24) examined the respondents' view of the purpose and utility of CoP activities. Section II (question 25) elicited recommendations for strengthening CoP effectiveness and Section III (questions 28–31) was used to develop a profile of CoP Members.

19. The questionnaire for non-CoP Members comprised nine questions. Using similar wording for most of the questions made it possible to compare the views of non-CoP members with those who are CoP Members.

2. Methodology

20. Data collection for the survey was conducted from 4–25 February 2011 using a web-based questionnaire. The survey was widely advertised on *ADB Today*, ADB's daily e-newsletter. Data analysis was conducted in March–April 2011. During the data analysis, comparisons were made between the 2009 and 2011 survey results and between the 2011 responses from CoP Members and non-CoP Members. The quantitative data generated by the questions was plotted on bar charts that used percentage response rates to facilitate comparison between the 2009 and 2011 surveys. The responses to free-form questions provide a rich source of views and ideas. Because qualitative data is more challenging to analyze, particular efforts were made to interpret this data. Responses to free form questions were clustered under headings generated by close examination of the responses. The headings were developed by first examining the responses of CoP Members then applying the same headings to cluster the responses of the non-CoP Members. In this way, direct comparisons could be made between the two groups.

3. Analytical Framework

21. Three 'lenses' are used in this report to analyze and interpret the data collected in the survey. These are the survey 'Areas of Inquiry', CoP 'Critical Success Factors', and the 'CoP Fitness Test'.

a. Areas of Inquiry

22. The survey was designed to address eight areas of inquiry. These were:

- The extent of participation in CoPs.
- Insights into the clarity of domains.
- Perceptions into the value-added by CoPs.
- Success factors.
- Insights into the varying possible functions of CoPs.
- Dimensions of participation in CoPs.
- Perceptions of ADB's approach to CoPs.
- Recommendations to strengthen CoP effectiveness.

23. The areas of inquiry form the main headings for examining the survey findings. They are enhanced by references to 'Critical Success Factors' and the 'CoP Fitness Test' headings.

b. Critical Success Factors

24. Research on CoPs has identified a number of factors critical to their success. These critical success factors can be clustered under three headings: community, organization, and functions (see Table 2).

Table 2: Critical Success Factors for Communities of Practice

Community	Organization	Functions
<ul style="list-style-type: none"> ▪ A domain that energizes the core group and inner circle ▪ Skilful and reputable managers and facilitators ▪ Clearly defined roles, particularly in the core group and inner circle ▪ Involvement of members ▪ The details of practice are addressed ▪ Regularity and mix of activities 	<ul style="list-style-type: none"> ▪ Strategic relevance of the domain ▪ Management sponsorship (without micro-management) ▪ Integration of CoP with organization's business processes ▪ Judicious mix of formal and informal structures ▪ Adequate resources ▪ Consistent attitude 	<ul style="list-style-type: none"> ▪ Clearly delineated functions ▪ Capacities, skills, resources, and systems match functions ▪ Recognition given for achievement of functions

Based on: ADB. 2009. *Cultivating the Communities of Practice Hosted by ADB*. Manila. Available: www.adb.org/documents/presentations/knowledge-management-and-learning/cultivating-communities-of-practice.pdf

c. Passing the Fitness Test

25. In a valuable contribution to the field of study of CoPs, ADB's Knowledge Management Center introduced the idea of CoPs 'Passing the Fitness Test'.¹⁵ The test refers to a series of questions under eight headings: domain, membership, norms and rules, structure and process, flow of energy, results, resources, and values. The questions are listed in full in Table 3. Although the survey was not designed to explicitly answer all of the 'Fitness Test' questions, they provide a useful analytical framework and are used to structure some of the concluding remarks in this report (see Part IV, Section B).

Table 3: The CoP 'Fitness Test' Headings and Questions

Domain	<ul style="list-style-type: none"> ▪ Are the area of shared inquiry, the key issues that relate to it, and the function(s) of the CoP strategically relevant to ADB? ▪ Are the topics of interest to all members? ▪ Do all members have their own practice in the domain?
Membership	<ul style="list-style-type: none"> ▪ Is the relevant experience on board? ▪ Is the heterogeneity of the members assured? ▪ Is the CoP open to new members and advertised as such?
Norms and Rules	<ul style="list-style-type: none"> ▪ Are roles and accountabilities defined in a common agreement? ▪ Are both distant contacts and face-to-face meetings possible? ▪ What is the balance between giving and taking among members?
Structure and Process	<ul style="list-style-type: none"> ▪ Is the chosen structure clear and flexible enough? ▪ Are key roles in the core group defined, e.g., manager, facilitator, and back-stopper? ▪ Is the step-by-step work planning process open and transparent?
Flow of Energy	<ul style="list-style-type: none"> ▪ Do members care about common interests, commitment, and trust? ▪ Are there regular face-to-face events? Are social moments celebrated? ▪ Is the history of the CoP alive and shared with new members?

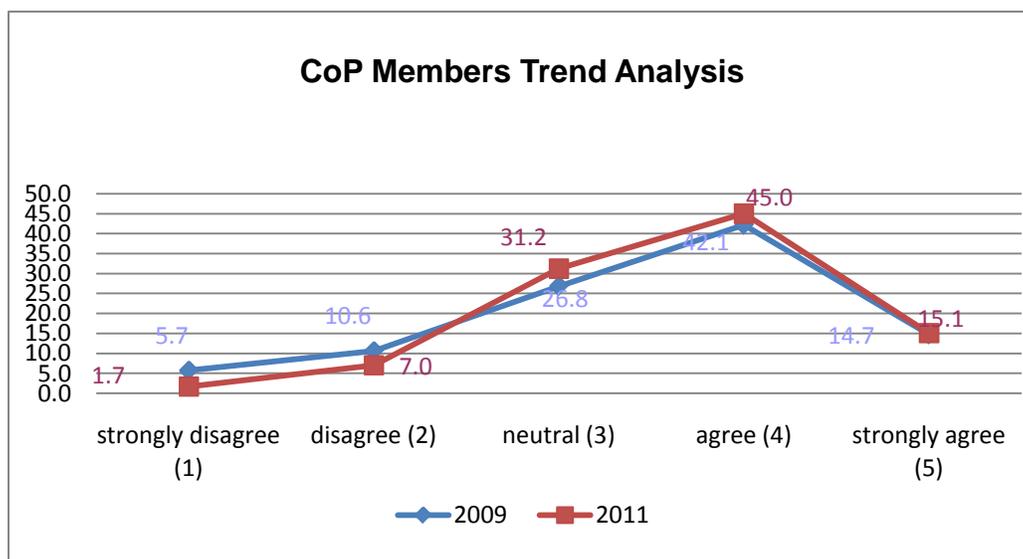
¹⁵ ADB. 2010. *Communities of Practice: Passing the Fitness Test*. Manila. Available: <http://www.adb.org/documents/presentations/knowledge-management-and-learning/cop-passing-fitness-test.pdf>. Other resources are at ADB. 2011. *Communities of Practice*. Manila. Available: www.adb.org/knowledge-management/communities-of-practice.asp

Results	<ul style="list-style-type: none"> ▪ Is delivering and reporting on tangible results a common concern? ▪ Do members draw direct and practical benefits from their involvement? ▪ Are results officially recognized by ADB?
Resources	<ul style="list-style-type: none"> ▪ Do members have sufficient time for the CoP? ▪ Is ADB willing to provide time, space, and incentives? ▪ Is CoP facilitation attractive and stimulating?
Values	<ul style="list-style-type: none"> ▪ Is listening to others a cardinal virtue? ▪ Are members willing to give without immediate return? ▪ Is diversity in thinking and practice validated?

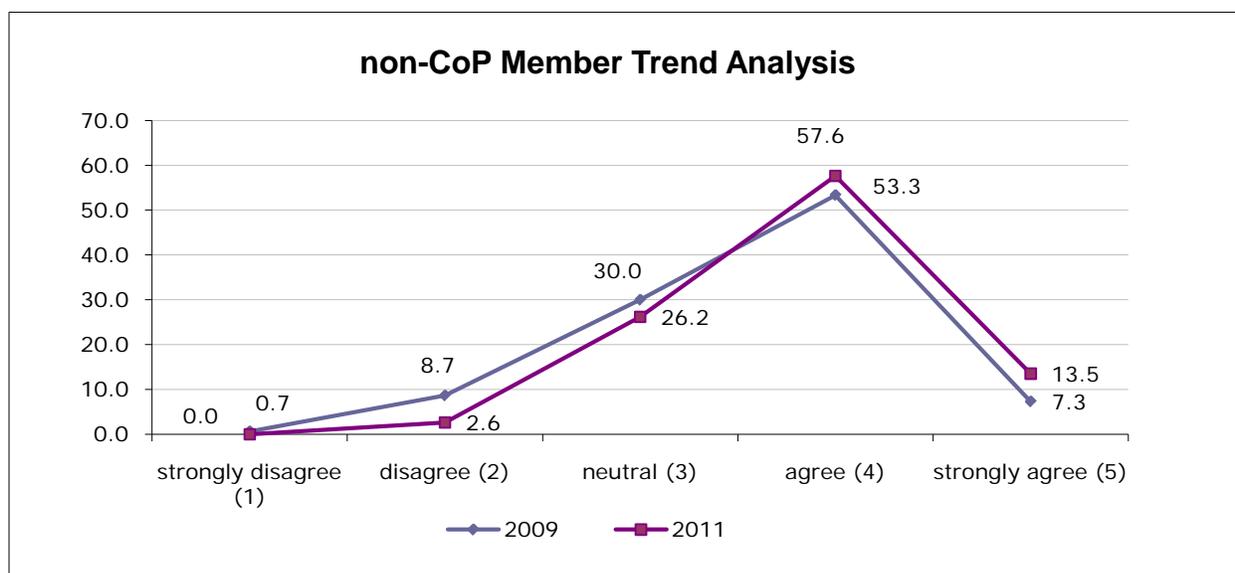
II. SURVEY ANALYSIS

A. Trends

26. The following two charts show trend analyses of the relative distribution of responses to the twenty survey questions that used a five point scale response. All the 5-point scale questions have a similar structure, namely that the 'agree' and 'strongly agree' represent a more positive outcome. Hence the trend analysis shows a shift over the period from 2009 to 2011 in a positive direction, though the percentage of 'strongly agree' responses has changed only marginally. The following chart shows the trend analysis for CoP Members.



27. The following chart shows a trend analysis for the responses of non-CoP Members. This shows an even more marked trend towards more positive responses between 2009 and 2011.



28. Table 4 summarizes the average scores for all CoP Member responses to the twenty questions using a five point scale from strongly disagree (1) to strongly agree (5). The table includes figures for 2009 and 2011 and shows an improvement in scores in all twenty question areas using the 1-5 scale. The highest average score recorded in 2011 was 4.29 for Qn. 1 'My CoPs represent an area of common interest for a number of ADB staff/client/partners'. A score above 4.0 represents a position between 'agree' and 'strongly agree'. Only one other question has an average score above 4.0 in 2011 and that was Qn. 6 'My CoPs are mainly driven by members' willingness to participate' (4.05).

29. The percentage increases year on year vary from 0.87% for Qn. 9 'My CoPs break down communication barriers among staff' (which already had a fairly high score of 3.68 in 2009) to 13.38% for Qn.19 'My CoPs link management techniques to improve performance' (which increased from a below-neutral 2.70 in 2009 to 3.06 in 2011). The mean percentage increase from 2009 to 2011 is 5.32%.

**Table 4: Average CoP Member Scores for All Questions with Five Point Scale
(1 is low, 3 is neutral, 5 is ideal)**

Qn. No.	Question	2009	2011	% increase
1	My CoPs represent an area of common interest for a number of ADB staff/client/partners.	4.21	4.29	1.84
2	My CoPs currently have a clear domain of focus within their sectors or themes.	3.68	3.93	6.99
3	My CoPs give me a sense of belonging.	3.53	3.67	3.94
4	My CoPs help me build relationships and network with others.	3.74	3.91	4.62
5	My CoPs benefit my daily work from the relationships established.	3.64	3.71	1.90
6	My CoPs are mainly driven by members' willingness to participate.	3.87	4.05	4.60
7	My CoPs motivate me to share work-related knowledge.	3.70	3.78	2.07
8	My CoPs build up an agreed set of communal resources over time.	3.44	3.60	4.58

Qn. No.	Question	2009	2011	% increase
9	My CoPs break down communication barriers among staff.	3.65	3.68	0.87
10	My CoPs provide an informal, welcoming social environment.	3.66	3.75	2.49
11	My CoPs have a user-friendly communication platform.	3.27	3.40	3.92
12	My CoPs leverage a variety of knowledge management tools (story-telling, social network analysis, the five whys technique, appreciate inquiry, exit interviews etc.).	2.88	3.16	9.58
13	My CoPs help me achieve better results (quality, productivity, stakeholder satisfaction) in projects.	3.09	3.22	4.25
14	My CoPs help me achieve better results in economics and sector work.	3.03	3.24	6.96
15	My CoPs help me achieve better results in country partnership strategy and policy work.	2.91	3.07	5.62
16	My CoPs capture and store relevant knowledge so it can be easily accessed and applied.	2.96	3.29	10.94
17	My CoPs build knowledge sharing and learning into work life.	3.14	3.32	5.60
18	My CoPs strengthen collaboration across departments, offices, and units.	3.06	3.28	7.02
19	My CoPs link management techniques to improve performance.	2.70	3.06	13.38
20	My CoPs become more adept at strategy development in sectors and themes.	3.10	3.27	5.21
Mean of Average Scores		3.36	3.53	5.32%

B. Overview of Survey Respondents

30. A total of 207 CoP Members and 68 non-CoP Members completed the survey out of a total staff complement of 2705 (as of 30 June 2010). In 2009 the number of responses for CoP Members was 77 and for non-CoP Members, 30. This shows a significant growth rate in responses between 2009 and 2011 of 268% for CoP Members, and 226% for non-CoP Members.

31. Table 5 shows the responses in both 2011 and 2009 to a question that examined the CoPs in which CoP Members were most active. The results are ranked by 2011 responses. This table shows that in 2011 the 207 respondents reported 400 active memberships of CoPs (a mean of 1.9 CoP memberships per respondent). If we assume that the respondents were representative of the total population of CoP members (and particularly concerning their mean membership of 1.9 CoPs), this represents an overall response rate for CoP members of approximately 25%.

Table 5: Responses to Question 'Which CoPs Are You Most Active In?'

	2009	2011	2009 %	2011 %
Water	26	50	33.8	24.2
Transport	7	43	9.1	20.8
Social Development and Poverty	3	38	3.9	18.4
Urban Development	11	36	14.3	17.4
Environment	18	34	23.4	16.4

	2009	2011	2009 %	2011 %
Energy	5	31	6.5	15.0
Public Management and Governance	5	30	6.5	14.5
Agriculture, Rural Development and Food Security	13	24	16.9	11.6
Gender Equity	7	23	9.1	11.1
Education	4	23	5.2	11.1
Financial Sector Development	3	18	3.9	8.7
Regional Cooperation and Integration	3	13	3.9	6.3
Others	8	10	10.4	4.8
Managing for Development Results	7	9	9.1	4.3
Health	3	7	3.9	3.4
Evaluation Cooperation Group	2	6	2.6	2.9
Monitoring and Evaluation	4	5	5.2	2.4
Finance and Trade	5	-	6.5	-
Resettlement	5	-	6.5	-
Information and Communication	4	-	5.2	-
Community-Driven Development	2	-	2.6	-
Poverty	2	-	2.6	-
NGOs and Civil Society	1	-	1.3	-
Total Reported Activity in CoPs	148	400		

32. Table 6 shows that in 2011, 63.8% of those responding were active in three CoPs, namely the Water CoP (24.2%) the Transport CoP (20.8%), and the Social Development and Poverty CoP (18.8%). It is important to note that respondents are often active in more than one CoP.

III. KEY FINDINGS

A. Key Findings by Question

33. The key findings for all questions in the survey are summarized in Table 6. Where comparable questions were asked of non-CoP Members these are included in the table. A more detailed analysis of the responses can be found in Part V of this report.

Table 6: Key Findings by Question for CoP Members and Non-CoP Members

	CoP Members	Non-CoP Members
Qn. 1	89.3% of respondents either agreed or strongly agreed that their CoPs represent an area of common interest for a number of ADB staff/client/partners.	N.A.
Qn. 2	75.4% of respondents either agree or strongly agree that the CoPs to which they belong have a clear domain of focus within their sectors or themes.	N.A.
Qn. 3	56.8% of respondents agreed or strongly agreed that their CoPs give them a sense of belonging.	N.A.

	CoP Members	Non-CoP Members
Qn. 4	74.9% of respondents either agreed or strongly agreed that their CoPs help them build relationships and network with others.	N.A.
Qn. 5	62.4% of respondents agreed or strongly agreed that their CoPs benefit their daily work from the relationships established.	N.A.
Qn. 6	84.5% of respondents agreed or strongly agreed that their CoPs are mainly driven by members' willingness to participate, suggesting that CoPs have been successful in motivating participation.	N.A.
Qn. 7	66.7% of respondents agreed or strongly agreed that their CoPs motivate them to share work-related knowledge.	N.A.
Qn. 8	55.5% of respondents agreed or strongly agreed that their CoPs build up an agreed set of communal resources over time but the slight downward trend from 57.2% in 2009 should be a cause for concern since it contradicts the respondents' views.	N.A.
Qn. 9	There is a slight downward trend (from 66.3% in 2009 to 63.8% in 2011) in those who agreed or strongly agreed that their CoPs break down communication barriers among staff.	N.A.
Qn. 10	The proportion of respondents who agreed or strongly agreed that their CoPs provide an informal, welcoming social environment has declined from 68.8% in 2009 to 64.7% in 2011.	N.A.
Qn. 11	Opinions varied considerably between respondents about the 'user-friendliness' of communication platform used by all ADB CoPs. 46.9% of respondents agreed or strongly agreed that their CoPs have a user-friendly communication platform.	N.A.
Qn. 12	The upward trend in the use of knowledge management tools from a mean score of 2.9 in 2009 to 3.2 in 2011 indicates an increasing level of CoP Member familiarity with knowledge management tools.	N.A.
Qn. 13	50.7% of respondents agreed or strongly agreed that their CoPs help them achieve better results (quality, productivity, stakeholder satisfaction) in projects and programs.	N.A.
Qn. 14	52.2% of respondents agreed or strongly agreed that their CoPs help them achieve better results in economics and sector work.	N.A.
Qn. 15	Only 34.5% of respondents agreed or strongly agreed that their CoPs help them achieve better results in country partnership strategy and policy work. This is the lowest score for the three results-focused questions.	N.A.

	CoP Members	Non-CoP Members
Qn. 16	56.5% of respondents agreed or strongly agreed that their CoPs capture and store tacit and explicit knowledge so it can be easily accessed and applied.	75% of respondents agreed or strongly agreed that CoPs capture and store tacit and explicit knowledge so it can be easily accessed and applied.
Qn. 17	69.6% of respondents agreed or strongly agreed that their CoPs build knowledge sharing and learning into work life.	77.9% of respondents agreed or strongly agreed that 'CoPs help ADB to build knowledge sharing and learning into work life'.
Qn. 18	There was a very positive response to this statement with 71.5% agreeing or strongly agreeing that their CoPs strengthen collaboration across departments, offices, and units.	76.4% of respondents agreed or strongly agreed that CoPs strengthen collaboration across departments, offices, and units. Noteworthy here is the high proportion (23.5%) of those who strongly agreed with the statement.
Qn. 19	49.8% of respondents were neutral that their CoPs leverage management techniques to improve performance. Despite this, there was a positive shift in perception.	64.7% of respondents agreed or strongly agreed that 'CoPs help ADB to link knowledge management to improved performance'.
Qn. 20	50.8% of respondents agreed or strongly agreed that their CoPs become more adept at strategy development in sectors and themes. However, the single highest category of responses was neutral (39.6%).	61.8% of respondents agreed or strongly agreed that 'CoPs help ADB to become more adept at strategy development'
Qn. 21	'Identifying, creating, storing, sharing, and using knowledge' (70%), and 'showcasing good practices' (69.6%) were the two most frequently chosen areas of CoP added value.	N.A.
Qn. 22	The most important CoP success factors were considered to be 'building up trust, rapport, and a sense of community' (50.2%), and 'being inspired by a dedicated and passionate coordinator' (46.9%).	N.A.
Qn. 23	Respondents believed their CoPs were best at 'convening' (27.8%), and 'Learning and facilitating' (20.9%). The weakest role identified is 'investing and providing' (9.2%).	N.A.
Qn. 24.a	The most reported limitation to respondents' ability to participate in their CoPs is 'time' which was prioritized by 80.2% of respondents. The next most important was 'lack of incentives' (reported by 21.7% of respondents).	'Time' was the most reported limitation to participation in CoPs (reported by 58.8% of respondents). The next most reported limitation was 'Low awareness of activities' (41.2%).
Qn. 24.b	'Staying current in the sector or theme' (62.8%) took over from 'learning and development' (60.9%) as the most important motivator for participation in CoPs.	Learning and development' was identified by 69.1% of respondents as the main source of motivation for participating in a CoP, followed by 'Career development' (47.1%).
Qn. 24.c	Four clusters of ideas accounted for 58% of the suggestions made by respondents for attracting new CoP participants, namely 'Clarify benefits and incentives', 'Introduce new ways of working to CoPs', 'Broaden membership (eligibility)', and 'Marketing and general awareness raising'.	The heading accounting for most responses was 'Marketing and general awareness raising' (39%) followed by 'Clarify benefits and incentives' (25%).

	CoP Members	Non-CoP Members
Qn. 25.a	The two stand-out responses for making CoPs become better at identifying, creating, storing, sharing, and using knowledge were 'Involve external partners', and 'Offer professional development opportunities (outside headquarters)' both selected by 53.1% of respondents	'Customize learning and development programs at headquarters and in the field' was mentioned by 50.0% of respondents as a way of making CoPs become better at identifying, creating, storing, sharing, and using knowledge.
Qn. 25.b	No particular factor was identified as being significantly more important than any other in terms of how ADB could better support CoPs to identify, create, store, share, and use knowledge. The factor identified most often was 'Systematize management encouragement to participate more actively in CoP activities' (14.8%).	One factor, 'Provide effective information, communication, and technology tools' was mentioned by 58.8% of respondents to describe how ADB could better support CoPs to identify, create, store, share, and use knowledge.
Qn. 25.c	The responses to this question showed a remarkable change in thinking between 2009 and 2011 about the alignment of ADB's approach (business processes) to CoPs. 25.5% of respondents placed ADB's approach on the 'too loose' side of optimum, and 44.8% placed it on the 'too structured' side	The majority of non-CoP Member respondents (51.5%) believe that ADB's approach to CoPs is optimal. Of the remainder, 26.5% believe the approach is too structured and 22.0% believe it is too loose.
Qn. 25.d	When asked to suggest ways to marry formality and informality in CoPs, 'Develop new internal ways of working' accounted for 36% of responses. 'Develop CoP leadership' was the next most frequently cited suggestion (10% of suggestions).	Only six suggestions were made, two of which related to 'Develop new internal ways of working', and two relating to 'Provide incentives and rewards'.
Qn. 25.e	The two most frequently cited categories of suggestion for ADB's Knowledge Management Center to assist CoPs were 'Facilitate access to knowledge resources' (16%) and 'Access to financial resources' (16%).	Only six suggestions were made, four of which related to 'Produce and disseminate knowledge'
Qn. 25.f	Four categories accounted for over 50% of the responses. The largest category of suggestions concerned 'Internal CoP working' (14%). The other three clusters were 'Strategic use of CoPs' (13%), 'Leadership of CoPs' (13%), and 'More resources' (13%).	Only seven additional suggestions were made for strengthening CoP effectiveness. No clear pattern is discernible from the responses.
Qn. 26	There have been improvements in both the awareness by participants of the relationship between CoPs and regional knowledge hubs, and the relationships between CoPs and regional knowledge hubs. Respondents reporting occasional communication (44.0%) and regular communication (39.6%) have increased since 2009 by almost 20% and 28% respectively.	N.A.
Qn. 27	29.0% of respondents considered themselves to have 'a particular role or function' in their CoP. This is almost identical to the percentage in 2009.	N.A.

	CoP Members	Non-CoP Members
Qn. 28	The largest percentage of members have been involved in their CoPs between one and two years (32.4%). Overall, 86.5% of members have been involved in their CoPs for less than five years, and only 13.5% of CoP members have been involved in their CoPs for over 5 years.	N.A.
Qn. 29	Respondents recorded overall increases in the frequency of face-to-face CoP activity. 33.3% reported that they were involved quarterly, 32.4% monthly 10.1% weekly, and 3.9% daily.	N.A.
Qn. 30	Most respondents are involved in at least monthly internet-based CoP activity. However, over one quarter of survey respondents admit that they do not participate in internet-based CoP activity.	N.A.
Qn. 31	The largest category of respondents (41.1%) have 10 years or more of experience that relate to their CoPs and 20.3% have between 2 and 5 years.	N.A.

N.A. = not applicable.

B. Key Findings by Area of Inquiry

34. The survey was designed to examine eight areas of inquiry (see para. 25). These areas of inquiry are used in this section as one way of structuring some of the key findings.

1. Extent of Participation in CoPs

35. **Frequency of Activity.** Questions 29 and 30 examined the frequency of face-to-face and internet-based activity in CoPs. Respondents recorded overall increases in the frequency of face-to-face CoP activity from 2009 to 2011. Some 33.3% reported that they were involved quarterly, 32.4% monthly 10.1% weekly, and 3.9% daily. Most respondents are involved in at least monthly internet-based CoP activity. However, over one quarter of survey respondents admit that they do not participate in internet-based CoP activity.

2. Insights into the Clarity of Domains

36. **Clarity of Domain.** Qn. 2 examined the clarity of CoPs' domains of focus. 75.4% of respondents either agree or strongly agree that the CoPs to which they belong have a clear domain of focus within their sectors or themes. This represents a significant increase over the total for the 2009 survey of 62.4%. Those either disagreeing or strongly disagreeing have decreased from 10.4% in 2009 to 4.4% in 2011. The widely varying membership levels suggests that some domains are more successful in energizing the core and inner circle than others. There may be a number of explanations for this, including the relative strategic importance of each domain for ADB as an organization and the degree to which each domain relates to ADB's core business processes.

3. Perceptions of the Value-Added by CoPs

37. **Added Value.** Question 21 examined ten potential areas of added value that CoPs can create. The two most frequently chosen areas of CoP value-add remained the same in 2009

and 2011, namely 'showcasing good practices' chosen by 69.6% in 2011 (up from 63.6% in 2009), and 'identifying, creating, storing, sharing, and using knowledge' chosen by 70% of respondents in 2011 (up from 67.5% in 2009). The area of value showing the greatest increase was 'reducing the learning curve for new employees' which suggests that the CoPs are playing an increasingly important role in employee induction and socialization.

4. Success Factors

38. Although not immediately obvious from the survey responses, a closer examination of the free-form responses reveals that ADB's CoPs appear to vary considerably in their ability to fulfill the critical success factors necessary to work effectively.

39. Question 22 examined the respondents' views of what factors have been most important in generating their CoPs' success. The responses to this question show that in 2011, the most important CoP success factors were considered to be 'building up trust, rapport, and a sense of community' (50.2%, up from 42.9% in 2009), and 'being inspired by a dedicated and passionate coordinator' (46.9%, down from 50.6% in 2009). The factor with the lowest score, namely 'Raising the strategic relevance of their sectors or themes', suggest that raising the strategic profile of their sector or theme is a less important measure of CoP value to members than creating a sense of community.

5. Insights into the Varying Possible Functions of CoPs

40. **Creating Community.** Questions 3, 4, 5 and 10 examined the function of building community. In Qn. 3, the proportion who agreed or strongly agreed that CoPs give them a sense of belonging dropped from 61.1% in 2009 to 56.8% in 2011. Qn. 4 shows that 74.9% of respondents either agreed or strongly agreed that their CoPs help them build relationships and network with others (up from 67.6% in 2009). The responses to Qn. 5 demonstrate that the relationships built in CoPs help 62.4% of the respondents in their daily work. In their responses to Qn. 10, 64.7% of the respondents agreed that their CoPs provide an informal, welcoming, social environment – a strong contributory factor to creating a genuine peer-learning community.

41. **Building Resources.** Question 8 explored another role of CoPs, namely strengthening ADB's organizational memory. Only a small majority (55.5%) expressed a view that their CoPs fulfilled this function, suggesting that more needs to be done to systematize this important function.

6. Dimensions of Participation in CoPs

42. **Member-Driven.** The responses to Qn. 6 reflect an overwhelming (84.5%) view that members' willingness to participate is the main driving forces for CoPs.

43. **Motivation.** The responses to Qn. 24.b suggest that there is no magic solution to motivating CoP Members. Motivation takes us into the realm of individual psychology. So, whilst personal recognition may motivate one person, having the opportunity to learn from experienced colleagues can be more than enough to motivate another. There are some motivating factors that will always remain personal, but there are others that are resolutely organizational. It is often the case that organizational factors may not in themselves motivate individuals, but their

absence will definitely de-motivate.¹⁶ The implications of this are explored in the responses to Qn.24.c which explores 'What could be done to attract new participants?' We may reasonably assume that, in their answers, respondents are, at least in part, revealing what they believe are important motivating factors in CoPs. Two of the three main categories of suggestions reveal a collective understanding of the need to balance personal motivators ('Clarify benefits and provide incentives') with organizational motivators ('Take a more strategic approach to CoPs').

44. **Leadership and Motivation.** The leadership of the CoPs varies in its ability to motivate members, and to communicate both within the CoP itself and with other CoPs, ADB clients, partners and audiences. As a result, it would seem that some CoPs are lively, energizing and dynamic whilst others are limited in their ability to generate enthusiasm and new ideas. Indeed, it would appear that some CoPs are characterized by very little activity and it is possible that this adversely affects the mean scores of a number of questions in the survey. One result of this is that some CoPs provide a strong identity, sense of community, and feeling of belonging for their members whereas others do not (see Qn.3.)

45. **Tools and Processes.** The efforts of ADB's Knowledge Management Center to introduce a wide range of knowledge management tools and processes, is showing progress but there is still potential for greater uptake by CoPs. CoPs would benefit from sharing examples of good practice in the use of these tools.

7. Perceptions of ADB's Approach to CoPs

46. **Management Support.** ADB has shown a willingness to invest in the development of CoPs and whilst greater management support is, inevitably, identified by some respondents as an area for further strengthening, the responses to Qn.24.a show that this has declined in importance from 24.7% of respondents in 2009 to only 13.5% in 2011.

47. **Management Prioritization.** Time, or the lack of it, remains the main limitation to participation in CoPs (Qn.24.a). A lack of time for an activity often indicates an unwillingness to prioritize that activity and it is likely that the underlying reason for this is that the staff members' supervisors are not giving a clear message to their staff to encourage participation in CoPs (Qn.25.b). The need to 'systematize management encouragement to participate more actively in CoP activities' was, in Qn. 25.b, the most frequently cited suggestion for how ADB could 'better support CoPs to identify, create, store, share and use knowledge'. This suggests that for some CoP Members, the decision to prioritize time for CoPs is made on the basis of whether their managers are willing to sanction the time and whether the CoP members believe the benefits are worth the investment. For some, this equation may be dependent on whether CoP Membership counts towards their Professional Development Plans. For others, the time investment balance may be shifted if CoP membership activities become a recognized part of their work plans.

8. Recommendations to Strengthen CoP Effectiveness

48. Question 25.a-f for the CoP Members and Qn. 8. a-f for the non-CoP Members invited respondents to provide recommendations for strengthening CoP effectiveness. CoP Members

¹⁶ Frederick Herzberg, in his 1968 Harvard Business Review study of motivation, called these 'hygiene factors'.

recommended that their CoPs involve external partners more, and create wider opportunities for professional development outside ADB (Qn. 25.a). This raises an important issue concerning the need for ADB's CoPs to make strong links with CoPs and other networks beyond ADB's own boundaries.¹⁷

49. The responses to Qn. 25.c suggest that ADB's approach to CoPs should be relaxed somewhat though this should not be done at the expense of ensuring management support and providing adequate resources.

50. About 50 suggestions were made concerning how ADB's Knowledge Management Center might assist CoPs (Qn. 25.e). These varied from basic sharing of information to building stronger relationships with the CoPs. One of the two most frequently cited categories related directly to providing financial resources (16%), but the proposed uses of increased budgets such as piloting activities and recruiting specialists suggests a more creative approach to the use of budgets.

51. The range of responses to Qn. 25.f, concerning general recommendations for strengthening CoP effectiveness demonstrated the wide range of concerns, and also the creativity of respondents. The top category of responses related to changes in the internal working of CoPs and the second priority category concerned making more strategic use of CoPs. Other categories of recommendations related to strengthening CoP leadership, and mobilizing resources.

C. General Findings

52. **Increase in Survey Responses.** The over two-fold increase in number of responses to the survey demonstrates an important willingness by both CoP Members and non-CoP Members to express their views. In an organization where survey fatigue is widespread this is a very positive trend and one that suggests that CoPs are considered important enough to spend a significant amount of time completing an on-line survey.

53. **Positive Perception Change.** There has been a positive shift in members' perception of CoPs in ADB. This is accounted for more by an increase in those who agree than those who strongly agree with statements. Indeed in 2011, the proportion of those who expressed strong agreement remained relatively low (15.1% of responses compared with 45.0% for those who agree).

IV. CONCLUDING REMARKS

A. General Observations

54. **Survey Design.** The survey provides a valuable overview of the operation of CoPs in ADB. However, the survey design limits the opportunities to examine and understand the work of individual CoPs in-depth. This is because the responses of some respondents who belong to more than one CoP refer to all the CoPs to which they belong. So, for example, it is not possible

¹⁷ ADB's Knowledge Management Center has just published guidelines on knowledge partnerships that offer a framework for strengthening such partnerships. ADB. 2011. *Guidelines for Knowledge Partnerships*. Manila. Available: www.adb.org/documents/guidelines/knowledge-partnerships/guidelines-knowledge-partnerships.pdf

to identify how respondents involved as members of particular CoPs, have scored those CoPs on the questions with five point scales. The benefits of using a consistent survey are considerable as this enables year on year comparisons. One way of gaining a more in-depth insight into the CoPs without sacrificing the ability to make year on year comparisons would be to use the same survey questions but ask the respondents to specify which CoP they will be using when considering their answers.

55. **In-depth Understanding.** Fortunately, the annual reports of individual CoPs provide in-depth understanding of their ways of working, achievements, and overall effectiveness. CoPs have been encouraged to produce annual reports on their work since December 2009. Not all CoPs have produced reports, but those that have provide valuable data and detailed analyses of the CoP's modus operandi. An analysis of the annual reviews of individual CoPs is beyond the scope of this report but a brief examination of a sample of reports reveals some useful insights about how CoPs operate in the pursuit of ADB's mission and objectives. A systematic examination of CoP reports would enable benchmarking and would ensure that there is some comparability (using, for example, critical success factors) between CoP outcomes.

56. **Benchmarking and Peer Learning.** Given the ability of some CoPs to create the success factors critical for effective working, there is clearly a valuable body of experience that can provide benchmarks for all CoPs in ADB. This is not to say that those CoPs which are working successfully should be used as role models for all CoPs. It is important that the domain, context, and other factors be taken into account when designing and implementing a CoP. However, in the spirit of a learning organization, ADB's home-grown CoP expertise can provide a unique source of knowledge about how best to leverage value from its CoPs. This expertise could undoubtedly be more widely applied across all CoPs through more focused benchmarking process. One way of doing this might be to establish an annual 'forum on learning' in which CoPs would share their success stories, identify how best to implement success factors, and celebrate achievements.

B. Have CoPs Passed the Fitness Test?

57. This section addresses the 'CoP fitness test' questions introduced in Table 3 (concerning domain, membership, norms and rules, structure and process, flow of energy, results, resources, and values).

58. **Domain.** The areas of shared inquiry and the function of CoPs have varying degrees of relevance to ADB's strategic priorities. The topics of some of the CoPs are of undoubted interest to their members. Other CoPs are less able to inspire interest though this may be due to issues of weak CoP leadership or being unable or unwilling to prioritize time for participation rather than an inherently uninteresting topic. It is not possible to ascertain from the survey whether all the members have their own practice in the respective domains.

59. **Membership.** It is difficult to ascertain from the 2011 Survey if all the necessary relevant experience is available to all of the CoPs but as this was not raised as a concern by any respondents, it is reasonable to assume that all CoPs have access to the relevant experience they need. Broadening the diversity of membership by including ADB's partners is worthy of further consideration as is the need to improve staff awareness of CoPs and thereby extending access to CoPs.

60. **Norms and Rules.** The conduct of some CoPs seems to be very well organized but this does not appear to be true of all CoPs. Some respondents expressed satisfaction about the nature and frequency of contact in their CoPs whereas others, particularly those members based in RMs, would welcome more opportunities to participate. It is difficult to ascertain the balance between giving to and taking from CoPs but active membership of a CoP suggests that members receive enough from their involvement to justify their participation. There are enough positive comments about membership to suggest that this is the case for many of ADB's CoPs.

61. **Structure and Process.** Each CoP has the flexibility to choose and modify its own structure. Some CoPs members referred to weak leadership or overly controlling leadership whilst others praised the work of their core groups. The planning process for some CoPs was described by members as weak or, in some cases, non-existent.

62. **Flow of Energy.** The responses to the 2011 Survey demonstrate that 207 people care enough about their CoPs and their evolution in the future to have completed an on-line questionnaire. According to some members, face-to-face events do not happen regularly enough in their CoPs and, by definition, face-to-face events are not accessible to those who are located away from head office. There is a need for some CoPs to be more creative about ways of engaging members in shared activity by learning from the experience of those that have successfully achieved the involvement of remote members.

63. **Results.** Respondents had very different ideas about what results their CoPs were aiming to achieve. Some viewed these mainly in organizational terms whilst others explained results more in terms of professional and career development. The two are, of course, not mutually exclusive and indeed one of the strengths of CoPs should be their ability to deliver different types of results. The responses to questions 13, 14 and 15 suggest that CoPs are under-functioning in their ability to help individuals achieve better results. Nevertheless, CoP members who responded to the survey report tangible benefits of their involvement in CoPs. To understand the detailed results of specific CoPs it is necessary to examine their annual reports.

64. **Resources.** As mentioned earlier, many CoP Members identify time as the main obstacle to their involvement in CoPs. In the view of many respondents, ADB appeared to give mixed messages about the use of their time in CoPs. Whilst officially sanctioned and even encouraged, the experience reported by some respondents was that their managers appeared to be only lukewarm in their support of time spent on CoPs. At the time of the survey this tension was exacerbated because some of ADB's human resource systems seemed to be misaligned with the ADB's official commitment to CoPs. However, with the recent introduction of the new Time Management System, time spent on CoP activity (such as CoP management, CoP peer review, and other CoP activities) is now officially recognized. CoP facilitation varies from stimulating to being in need of injection of fresh ideas. The potential for peer learning here is considerable.

65. **Values.** Because the absence of evidence is not the same as the evidence of absence it is not possible to comment on the 'fitness test' questions concerning CoP values.

C. Overall Conclusions

66. ADB's investment in CoPs, particularly over the past two years, has brought about a positive change in the way they are perceived by both CoP Members and non-CoP Members. There is ample evidence from the survey that ADB is reaping the benefits of its investment. With

greater sharing of experience between CoPs, the value that CoPs bring to ADB's core business is likely to increase. CoPs have been characterized as the 'heart and soul' of knowledge sharing in ADB. The results of the survey show that both heart and soul are gaining in vigor.

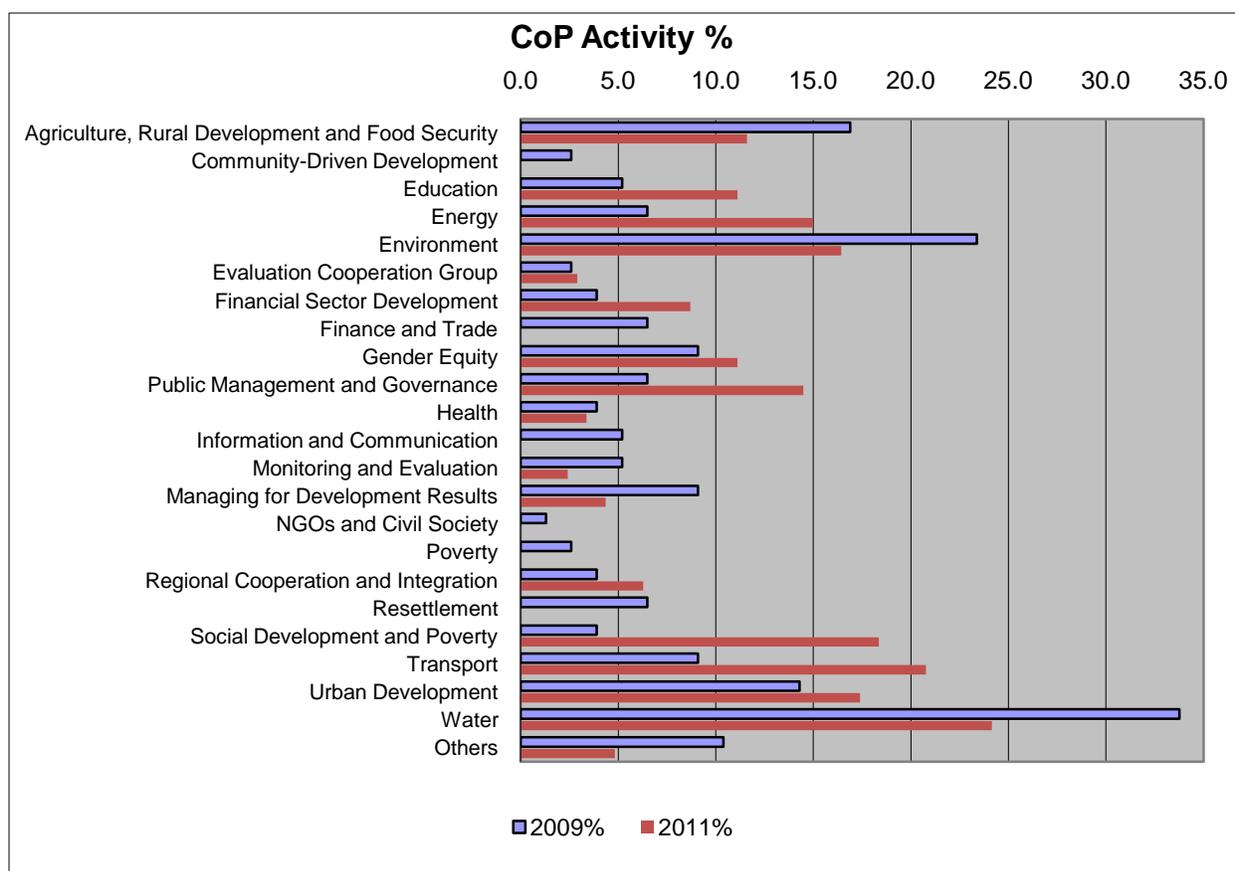
V. RESPONSES BY QUESTION

A. CoP Member Responses

67. 207 CoP Members responded to the 2011 on-line survey (up from 77 at the time of the 2009 survey).

Qn. Which CoPs are you most active in?

68. In 2011, 207 respondents reported 400 active memberships of CoPs, a mean membership of 1.9 CoPs (identical to the mean of 1.9 active CoP memberships in 2009). The largest proportion of respondents to the 2011 survey were from the Water CoP (24.2% of respondents) followed closely by the Transport CoP (20.8% of respondents). The details of CoP membership are in Table 1.

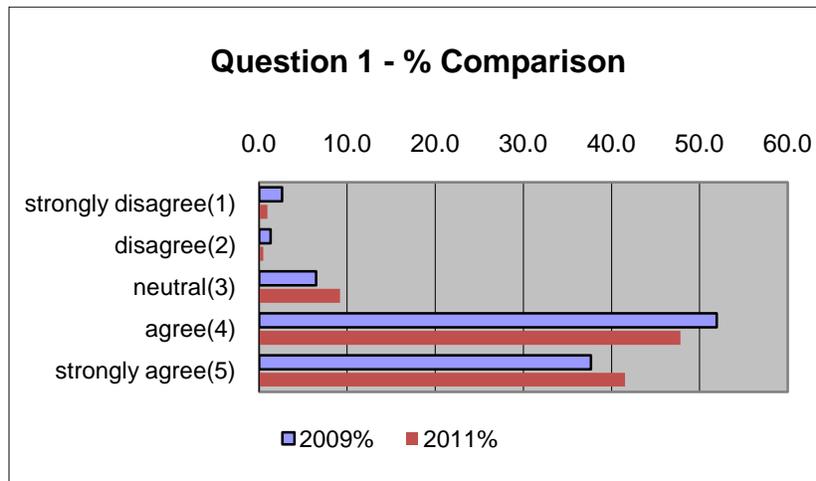


Note: Before the 2009 survey was conducted, and ADB's Knowledge Management Center revised the guidelines for sector and thematic reporting that set the framework for subsequent developments in CoPs, many staff could not distinguish CoPs from informal networks. For that reason, the 2009 survey termed them all, broadly, CoPs. A number of the CoPs represented as CoPs in 2009 in the figure above, e.g., community-driven development, monitoring and evaluation, and resettlement, were and remain informal networks. See. ADB. 2009. *Improving Sector and Thematic Reporting*. Manila. Available: www.adb.org/documents/information/knowledge-solutions/improving-sector-thematic-reporting.pdf

1. Section I: The Purpose and Utility of CoP activities

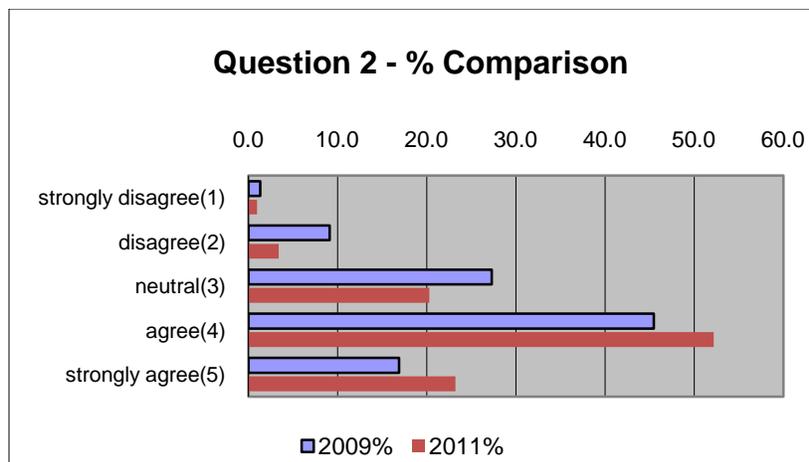
Qn. 1. My CoPs represent an area of common interest for a number of ADB staff/client/partners.

69. In 2011, 89.3% of participants either agreed or strongly agreed that their CoPs represent an area of common interest for a number of ADB staff/client/partners, suggesting that CoPs are recognized for providing a valued focus for shared interests between ADB and its clients, audiences, and partners. There has been a small but perceptible shift towards 'strongly agree' between 2009 (37.7%) and 2011 (41.5% of responses).



Qn. 2. My CoPs currently have a clear focus within their sectors or themes.

70. In CoPs the domain represents the area of shared inquiry. In the survey, 75.4% of respondents either agree or strongly agree that the CoPs to which they belong have a clear domain of focus within their sectors or themes. This represents a significant increase over the total for the 2009 survey of 62.4%. Those either disagreeing or strongly disagreeing have decreased from 10.4% in 2009 to 4.4% in 2011. It would be valuable to understand why 4.4% of respondents still believe that there is not clarity of focus in their CoPs and if this view applies equally to all CoPs or only a few.

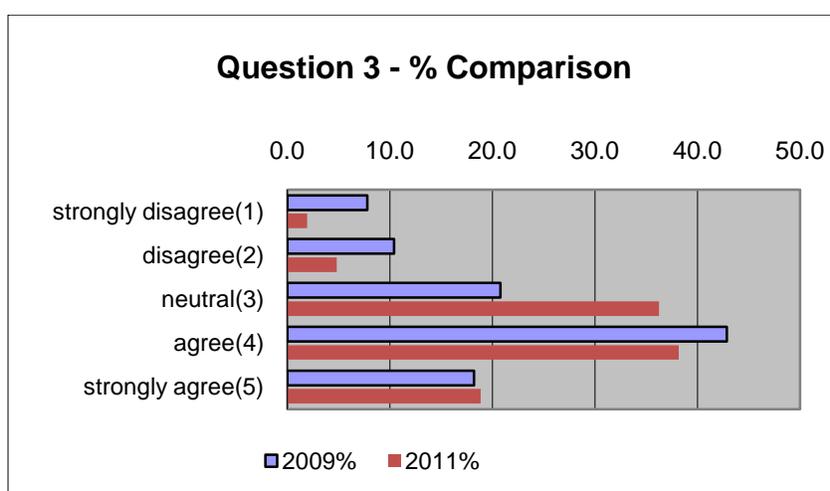


Qn. 3. My CoPs give me a sense of belonging.

71. Research on CoPs suggests that they are more effective if they generate a strong sense of community. An important aspect of this is creating a sense of belonging.

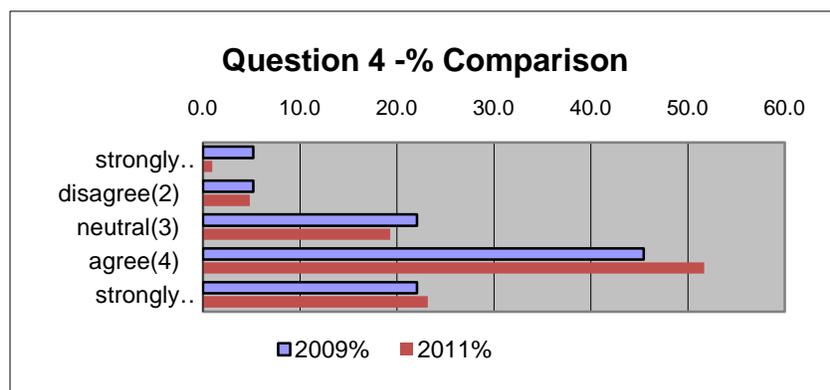
72. According to the survey, the proportion who agree or strongly agree with this statement dropped from 61.1% in 2009 to 56.8% in 2011. The proportion of respondents who strongly disagree or disagree also dropped from 18.2% (2009) to 6.7% (2011) and it is the number who are neutral on this statement that increased significantly from 20.8% (2009) to 36.2% (2011) suggesting that there is significant potential for developing the sense of belonging within a large group of CoP members who are likely to be open to such a change.

73. Some ways of developing this sense of belonging would be to arrange more opportunities for meeting face-to-face, organize informal get-togethers, and develop the branding of each CoP to strengthen its identity.



Qn. 4. My CoPs help me build relationships and network with others.

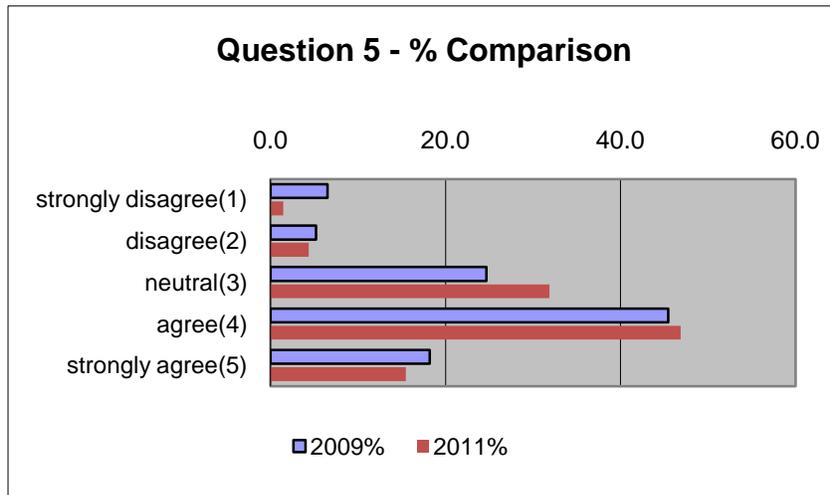
74. Relationship building is an important factor of CoP success, so it is very encouraging to see that in 2011, 74.9% of respondents either agreed or strongly agreed that their CoPs help them build relationships and network with others (up from 67.6% in 2009). Only 5.8% disagreed or strongly disagreed with the statement (down from 10.4% in 2009).



Qn. 5. My CoPs benefit my daily work from the relationships established.

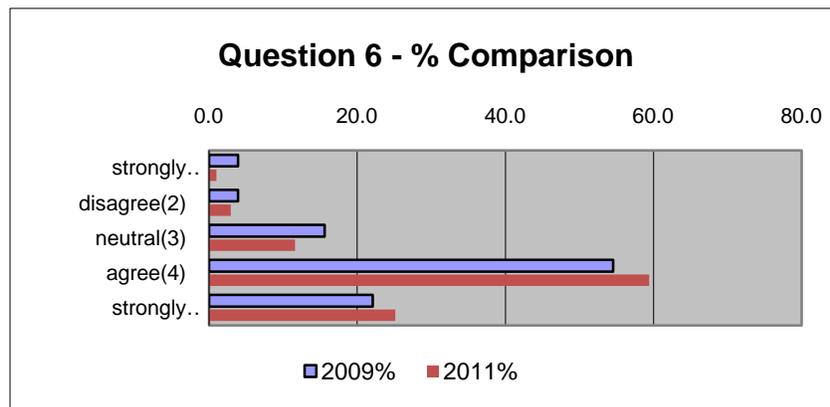
75. Members of CoPs are much more likely to remain actively involved if their participation brings individuals benefits they value. The responses to this question show that in 2011, 62.4% (down slightly from 63.7% in 2009) agreed or strongly agreed that their CoPs benefit their daily work from the relationships established. There is clearly potential for increasing this percentage and the effort required should not be great as most of the remaining respondents were neutral on the question (31.9% in 2011, up from 24.7% in 2009).

76. One way of building the percentage of CoP members whose daily work benefits from the relationships formed would be to document and share some examples of how this has occurred for some who 'strongly agreed' with this statement.



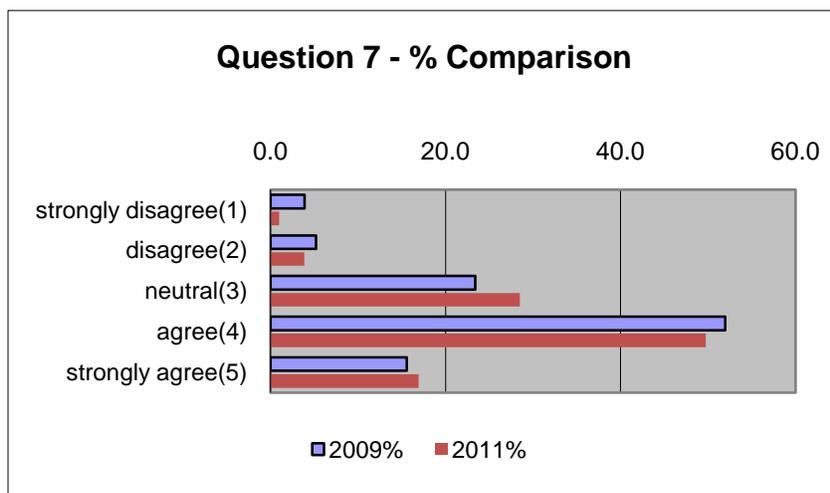
Qn. 6. My CoPs are mainly driven by the willingness of members' to participate.

77. Membership of CoPs is voluntary so a lively CoP requires a willingness to actively participate. This question generated one of the strongest positive responses with 84.5% (2011) agreeing or strongly agreeing (up from 76.6% in 2009). Finding the key to members' motivation is crucial to the success of CoPs. To date, CoPs have been successful in finding that key, and responses to other questions suggest what factors motivate and, equally importantly, demotivate the willingness of members to participate.



Qn. 7. My CoPs motivate me to share work-related knowledge.

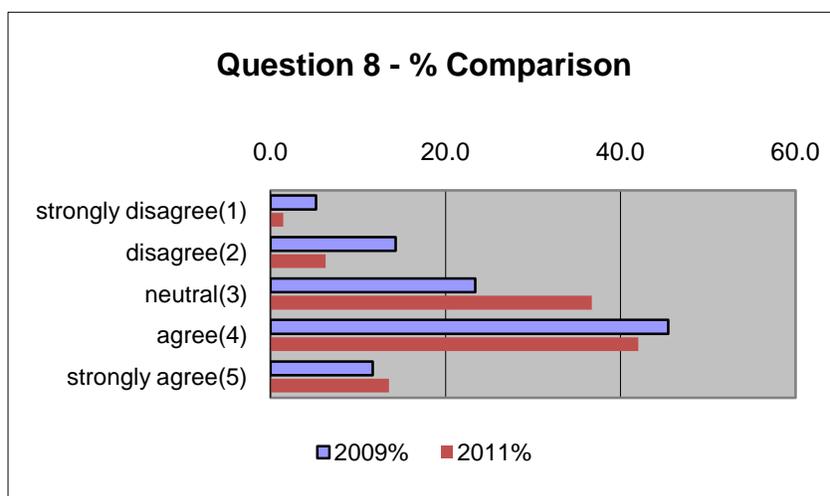
78. One of the main roles of a CoP is to provide a space for the sharing of work-related knowledge. Respondents clearly have a generally positive experience of sharing work-related knowledge through CoPs in ADB with 66.7% agreeing or strongly agreeing with this statement in 2011 (down slightly from 67.5% in 2009).



Qn. 8. My CoPs build up an agreed set of communal resources over time.

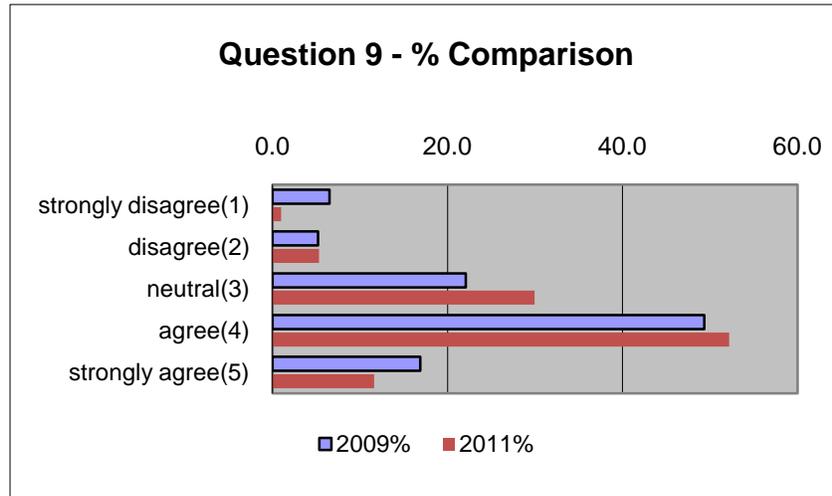
79. One way of strengthening continuity in a CoP as well as building ADB's organizational memory is to capture and store knowledge in the form of shared resources. 55.5% of respondents agreed or strongly agreed with this statement suggesting that this happens but there is a slight downward trend from 57.2% in 2009 which should be a cause for concern since communal resources should be more visible after a further two years of development. The reduction in numbers reporting 'disagree' or 'strongly disagree' from 19.5% in 2009 to 7.7% in 2011 is a positive sign.

80. There is potential here for greater use of exit interviews, knowledge harvesting, and other techniques such as sharing good practices to strengthen the CoPs communal resources.



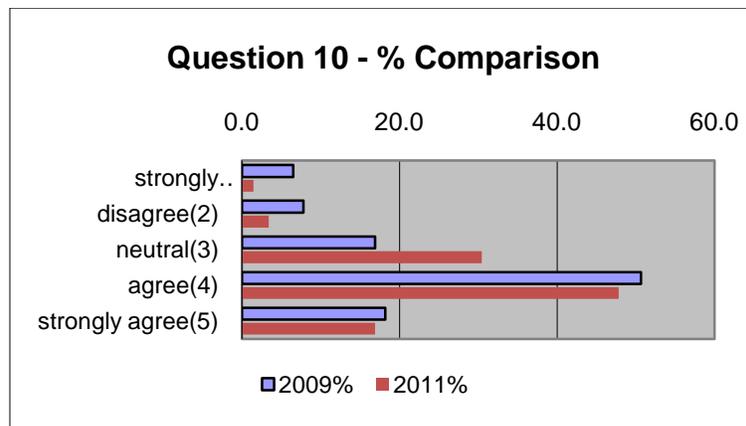
Qn. 9. My CoPs break down communication barriers among members.

81. It is very encouraging to see that ADB's CoPs are playing an important role in breaking down communication barriers among staff. However, there is a slight downward trend from 66.3% in 2009 to 63.8% in 2011. Significantly, this drop is accounted for by a reduction in those strongly agreeing from 16.9% in 2009 to 11.6% in 2011.



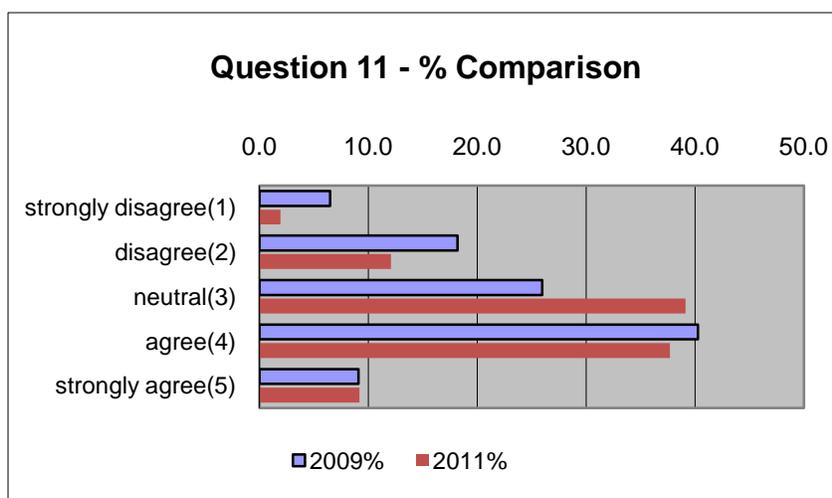
Qn. 10. My CoPs provide an informal, welcoming social environment.

82. Whilst informality is not an essential pre-requisite for effective CoPs, an informal, welcoming atmosphere is more likely to encourage people to join a CoP and to 'find their feet' in their early months. The responses to this question show a slight downward trend which, given the evolutionary stage of the CoPs, should cause some concern. The proportion of those who agreed or strongly agreed with the statement has declined from 68.8% in 2009 to 64.7% in 2011. In the same period, those disagreeing or strongly disagreeing have also declined from 14.3% in 2009 to 4.8 in 2011. The high proportion recording a neutral response (30.4 in 2011 up from 16.9% in 2009) suggests potential for increasing the positive responses though it may also suggest that for some CoP members, an informal atmosphere is less important than other factors for deciding whether or not to commit their time to their CoPs.



Qn. 11. My CoPs have a user-friendly communication platform.

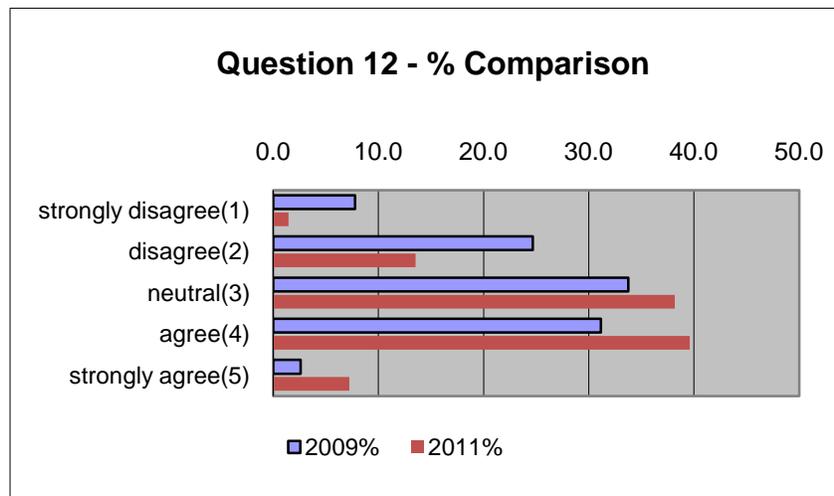
83. Communication, whether within or 'without' the CoP, is an important way of enabling a CoP to achieve its goals. A user-friendly communication platform is likely to encourage greater usage, particularly among those CoP members who are less motivated. Opinions vary considerably between respondents about the communication platform currently used by all ADB CoPs, namely IBM QuickR. In 2011, 46.9% of respondents agreed or strongly agreed that their CoPs have a user-friendly communication platform (down from 49.4 in 2009). The distribution of opinions has changed little between 2009 (when the mean score was 3.3) and 2011 (when the mean score was 3.4).



Qn. 12. My CoPs leverage a variety of knowledge management tools (appreciative inquiry, exit interviews, identifying and sharing good practices, knowledge harvesting, peer assists, storytelling, etc.).

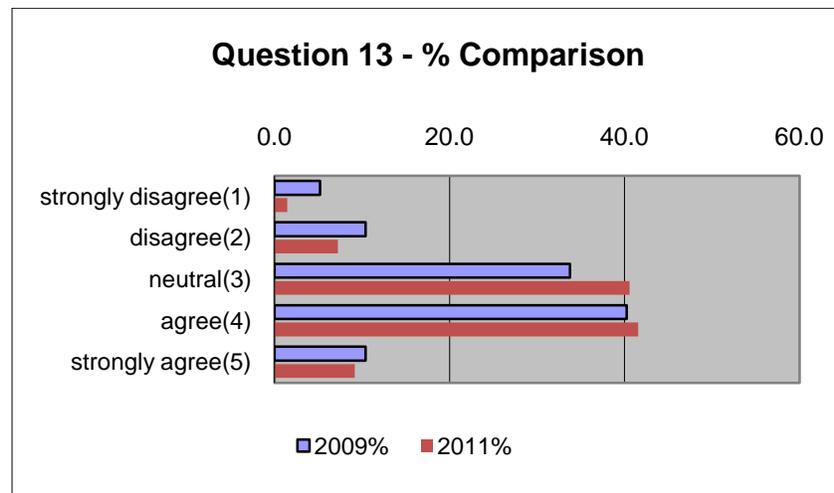
84. The upward trend in the use of knowledge management tools from a mean score of 2.9 in 2009 to 3.2 in 2011 indicates an increasing level of familiarity with knowledge management tools. This may be as a result of ADB's Knowledge Management Center's active promotion of these tools using the *Knowledge Solutions* series,¹⁸ Learning for Change Primers, and learning and development programs. However, the low (though increasing) proportion of 'strongly agree' responses (7.2% in 2011 up from 2.6% in 2009) shows that there is considerable scope for continuing to improve awareness and use of these and other knowledge management tools.

¹⁸ ADB. 2008—. *Knowledge Solutions*. Manila. Available: www.adb.org/documents/information/knowledge-solutions/default.asp



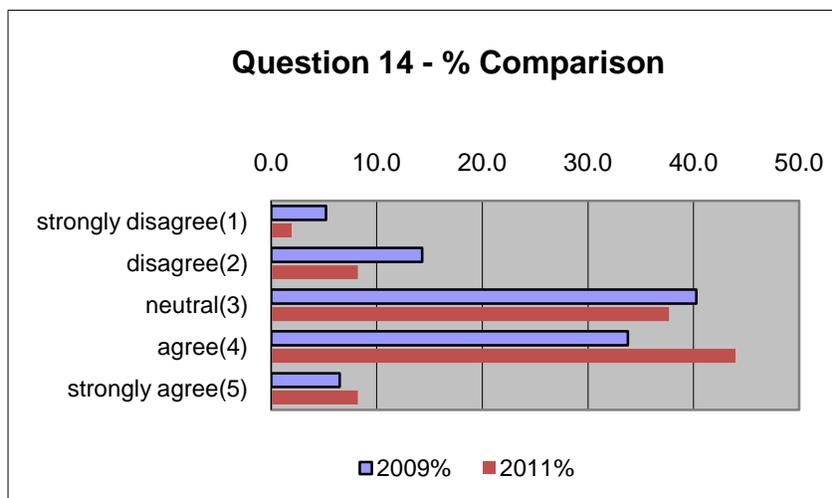
Qn. 13. My CoPs help me achieve better results (quality, productivity, stakeholder satisfaction) in projects and programs.

85. The bottom line for CoP effectiveness is that they enable participants to achieve better results in their diverse areas of work activity. A total of 50.7% of survey participants in both 2011 and 2009 recorded agreement or strong agreement with this statement. Of the remaining 49.3%, 40.6% in 2011 (33.8% in 2009) recorded a neutral response, and only 8.6% in 2011 recorded a 'disagree' or 'strongly disagree' response (15.6% in 2009). This shows a generally positive trend but with significant room for improvement.



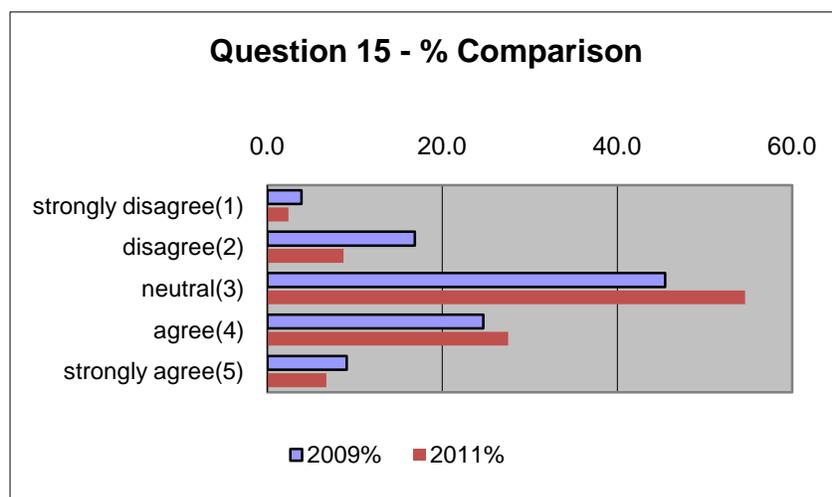
Qn. 14. My CoPs help me achieve better results in economic, sector, and thematic work.

86. Question 14 examines CoP effectiveness by focusing on economics and sector work. The responses show that 52.2% agreed or strongly agreed (2011 figure, up from 40.3% in 2009). The numbers disagreeing or strongly disagreeing show a marked reduction from 19.5% (2009) to 10.1% (2011). The number of neutral responses is down from 40.3% (2009) to 37.7% (2011). The high proportion of neutral responses may suggest that the question was not applicable to many of the respondents or that respondents did not have strong opinions.

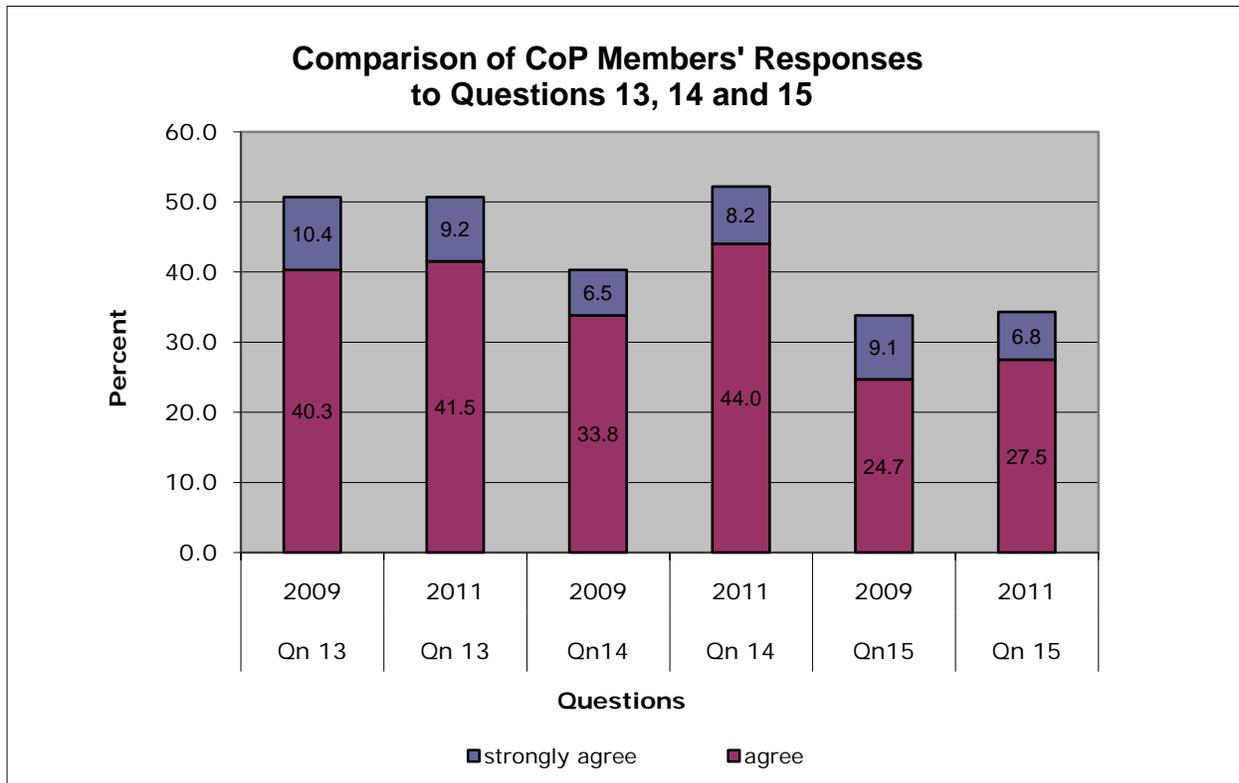


Qn. 15. My CoPs help me achieve better results in country partnership strategy and policy work.

87. Respondents agreeing or strongly agreeing with this statement account for 34.5% in 2011 and 33.8% in 2009. The large proportion of neutral responses (accounting for 54.6% in 2011, up from 45.5% in 2009) may indicate that not all CoP members are involved in country partnership strategy and policy work and therefore feel unqualified to comment.

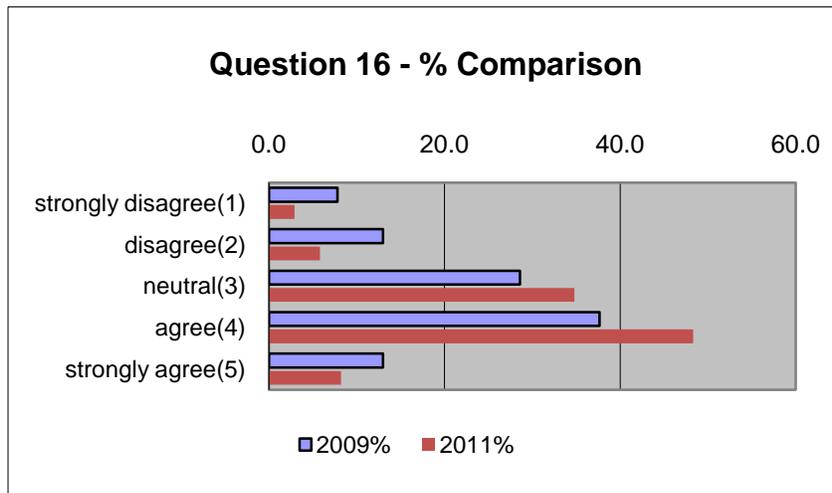


88. The following chart shows a comparison of CoP Members' responses to questions 13, 14 and 15. As described above, these questions examined the views of respondents concerning the effect that CoPs have on helping them achieve better results in their project work (Qn.13); economics and sector work (Qn.14); and partnership strategy and policy work (Qn.15) respectively. The responses suggest that during the period from 2009 to 2011, CoPs showed marginal improvements in the areas of project work and partnership strategy and policy work but a significant improvement in the area of economics and sector work (up from 40.3% to 52.2%).



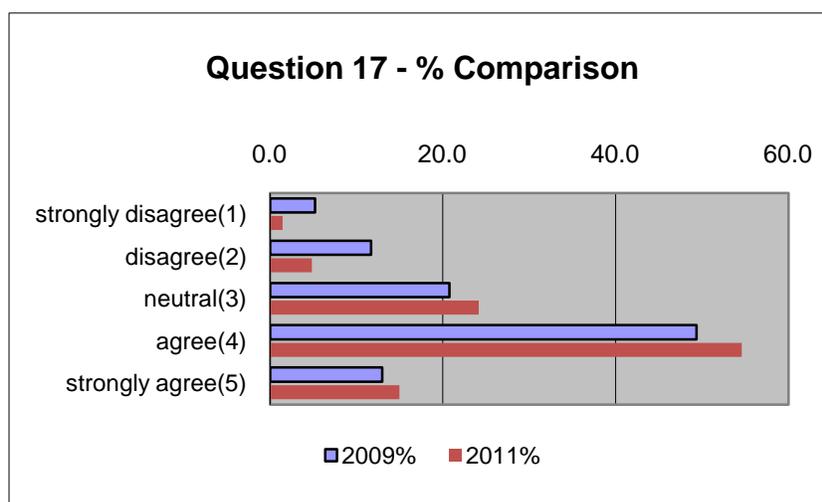
Qn. 16. CoPs help ADB to capture and store tacit and explicit knowledge so it can be easily accessed and applied.

89. Capturing and storing knowledge are important roles for CoPs but the real test of a CoPs memory is whether the knowledge can be easily accessed and applied by CoP members. The responses to this question show an encouraging positive trend in overall agreement or strong agreement (56.5% in 2011, up from 50.7% in 2009) marred only by the lower score for 'strongly agree' in 2011 (8.2%, down from 13.0% in 2009).



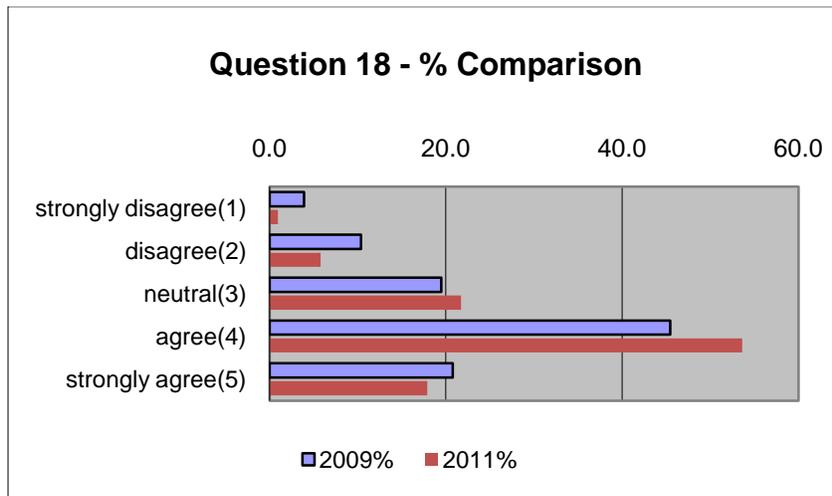
Qn. 17. CoPs help ADB to build knowledge sharing and learning into work life.

90. An important role of CoPs is to 'mainstream' learning into work life. The responses to this question suggest that CoPs in ADB are increasingly fulfilling this role but with the potential for improvement. In 2011, 69.6% agreed or strongly agreed with this statement (up from 59.4% in 2009) and those disagreeing or strongly disagreeing are down to 6.2% in 2011 from 16.9% in 2009.



Qn. 18. CoPs help ADB to strengthen collaboration across departments, offices, and units.

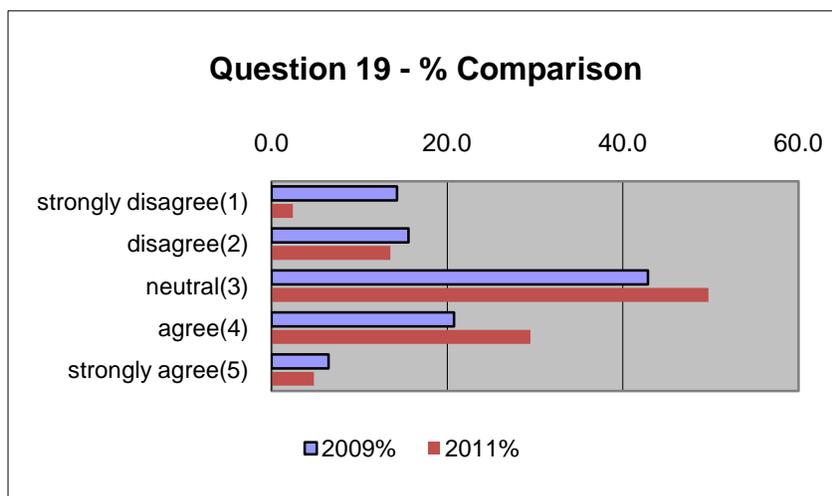
91. There was a very positive response to this statement, suggesting a well-established view that CoPs do, indeed, strengthen collaboration across departments, offices, and units. This view has shifted in a positive direction between 2009 and 2011. In 2009, 66.3% agreed or strongly agreed with the statement. In 2011, 71.5% did so. Those who disagreed or strongly disagreed declined from 29.9% in 2009 to 15.9% in 2011.



Qn. 19. CoPs help ADB to leverage management techniques to improve performance.

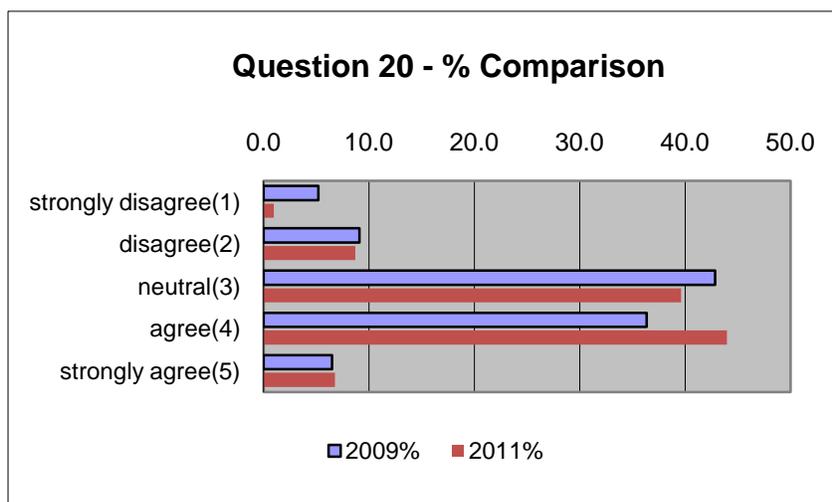
92. In 2011, 34.3% of respondents agreed or strongly agreed with this statement (up from 27.3% in 2009). Those disagreeing or strongly disagreeing went down from 29.9% in 2009 to 15.9% in 2011.

93. It may be that the high percentage of neutral responses (49.8% in 2011 and 42.9% in 2009) reflects a lack of clarity among respondents about the meaning of the statement.



Qn. 20. CoPs help ADB to become more adept at strategy development in sectors and themes.

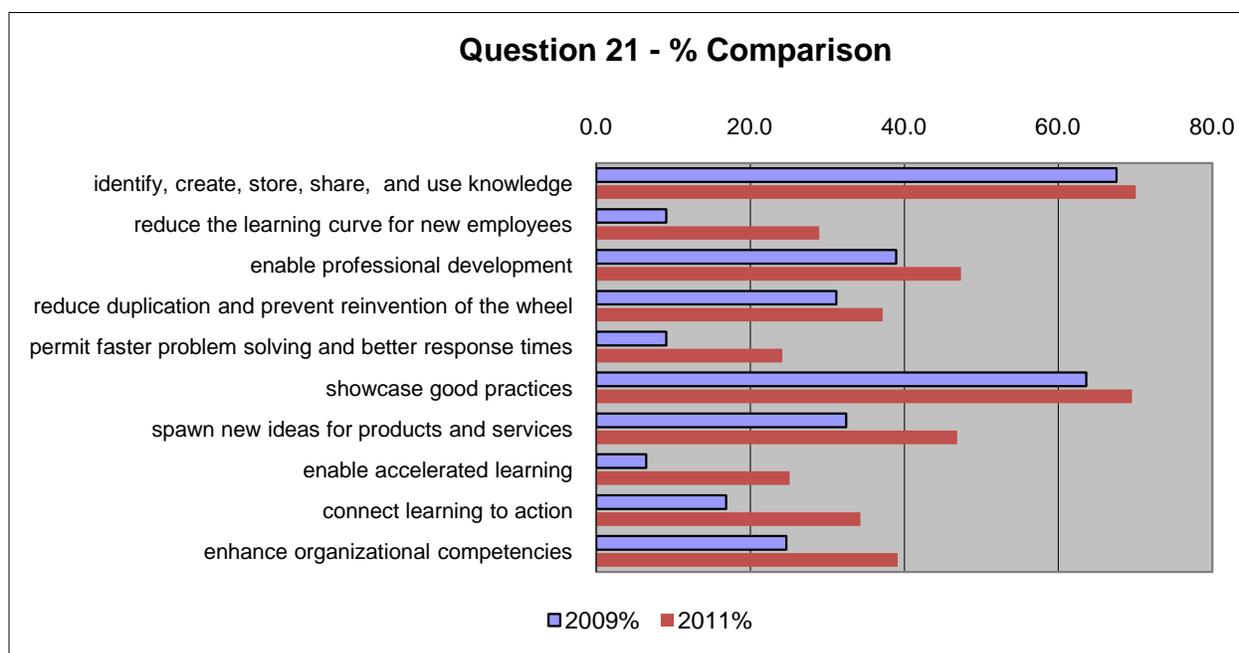
94. In 2011, 50.8% of respondents agreed or strongly agreed with this statement (up from 42.9% in 2009). Those disagreeing or strongly disagreeing in 2011 accounted for 9.7% of respondents (down from 14.3% in 2009). It may be that the high percentage of neutral responses (39.6% in 2011 and 42.9% in 2009) reflects a lack of clarity among respondents about the meaning of the statement.



Qn. 21. The value of CoPs is that they ...

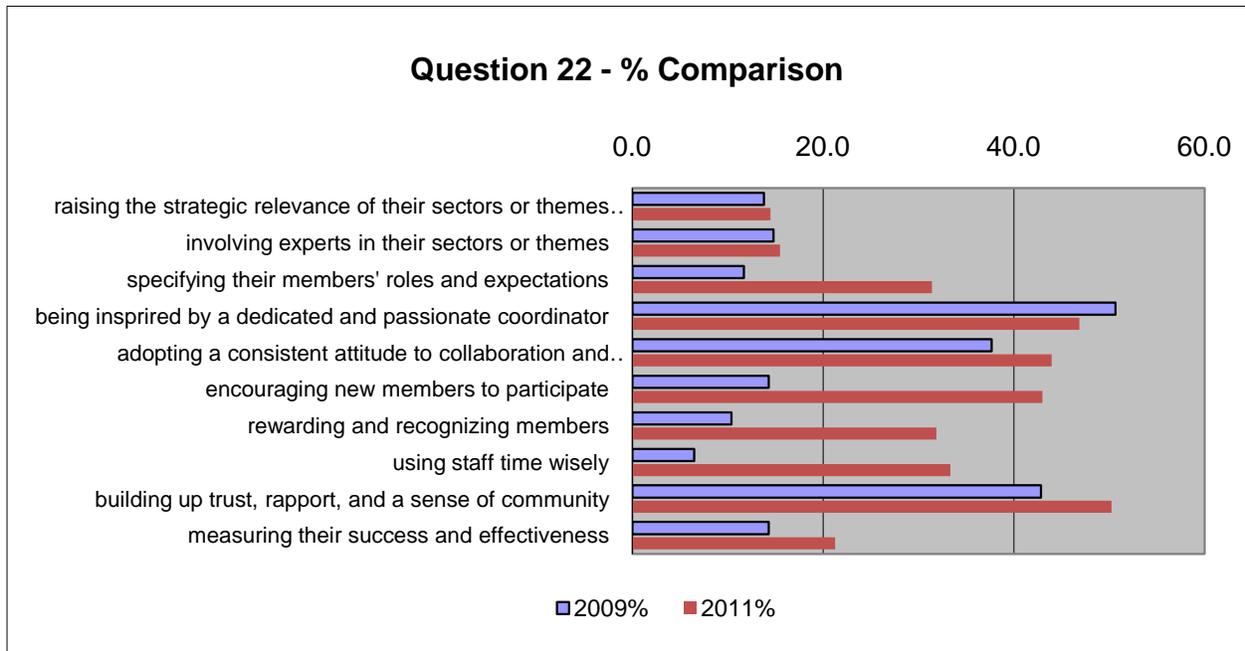
95. The two most frequently chosen areas of CoP value-add remained the same in 2009 and 2011, namely 'showcasing good practices' chosen by 69.6% in 2011 (up from 63.6% in 2009), and 'identifying, creating, storing, sharing, and using knowledge' chosen by 70% of respondents in 2011 (up from 67.5% in 2009). The next three most frequently chosen were 'enabling professional development' (chosen by 47.3% in 2011); 'spawning new ideas for products and services' (chosen by 46.9% in 2011); and 'enhancing organizational competencies' (chosen by 39.1% in 2011).

96. The area of value showing the greatest increase was 'reducing the learning curve for new employees' which suggests that the CoPs are playing an increasingly important role in employee induction and socialization.



Qn. 22. The success my CoPs have depends on ...

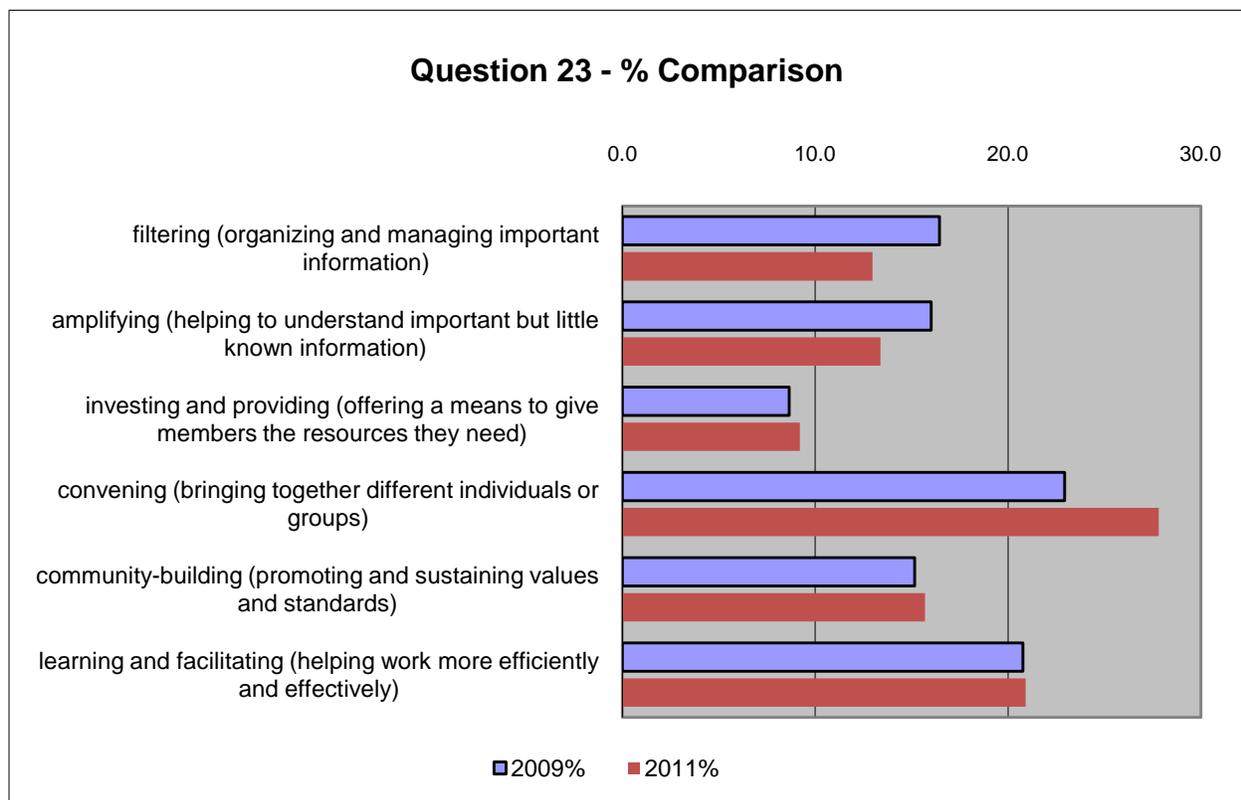
97. The responses to this question show that in 2011, the most important CoP success factors were considered to be 'building up trust, rapport, and a sense of community' (50.2%, up from 42.9% in 2009), and 'being inspired by a dedicated and passionate coordinator' (46.9%, down from 50.6% in 2009).



Qn. 23. My CoPs are best at ...

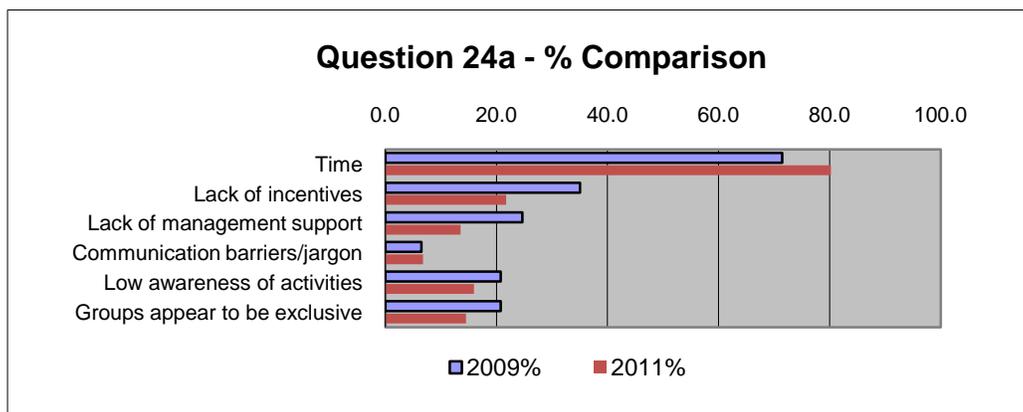
98. CoPs can play different roles, and this question examines six possible roles that CoPs in ADB may play. Each role requires a different approach to the structure, strategy, resourcing, and internal dynamics of a CoP. This question examines what CoP members view as the roles in which their CoPs excel. However, it should be noted that those roles may not be the ones in which the CoP need to excel in order to carry out their agreed function.

99. The 2011 scores range from 9.2% to 27.8% (a multiplier effect of 3.0) whereas the 2009 scores range from 8.7% to 20.8% (a multiplier effect of 2.4). This suggests an increasingly nuanced awareness of CoP strengths and weaknesses by their members. One role stands out as an area of success, namely 'convening' (27.8%, up from 22.9% in 2009). 'Learning and facilitating' receives the second highest score (20.9%, almost identical to 20.8% in 2009). The weakest role identified is 'investing and providing' (9.2%, up from 8.7%) suggesting that members view their CoPs as being unable to provide the resources they require.



Qn. 24.a What strongly limits your ability to participate in your CoPs?

100. It is important to identify what encourages and what creates obstacles to participation in CoPs. Perhaps not surprisingly, the single most reported limitation is that of time which was prioritized by 80.2% of respondents in 2011 (up from 71.4% in 2009). All other factors are down on the 2009 figures. For example, 'lack of incentives' was reported by 21.7% of respondents in 2011 (down significantly from 35.1% in 2009). Likewise 'lack of management support' was reported by 24.7% of respondents in 2009 but only 13.5% in 2011. Perceived lack of time is likely to be due to a number of factors – for example, the amount of time required for active participation in CoPs; the pressure of other competing demands; different incentives for CoP and non-CoP work, and so on. Ultimately, lack of time often comes down to lack of willingness to prioritize and that can be explained by individual or organizational factors.

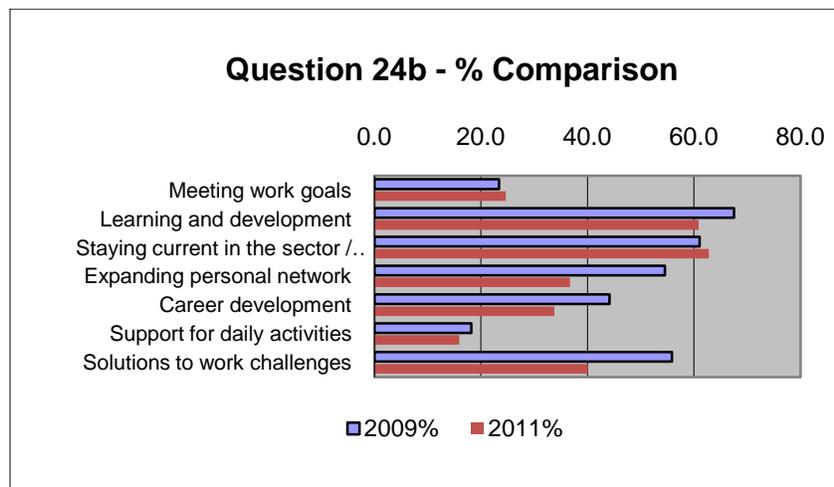


Qn. 24.b What would *strongly* motivate you to participate in CoPs?

101. Related to the obstacles examined in Qn.24a are the factors that motivate participation in CoPs. Those factors are likely to be different for different people as the responses to this question suggest.

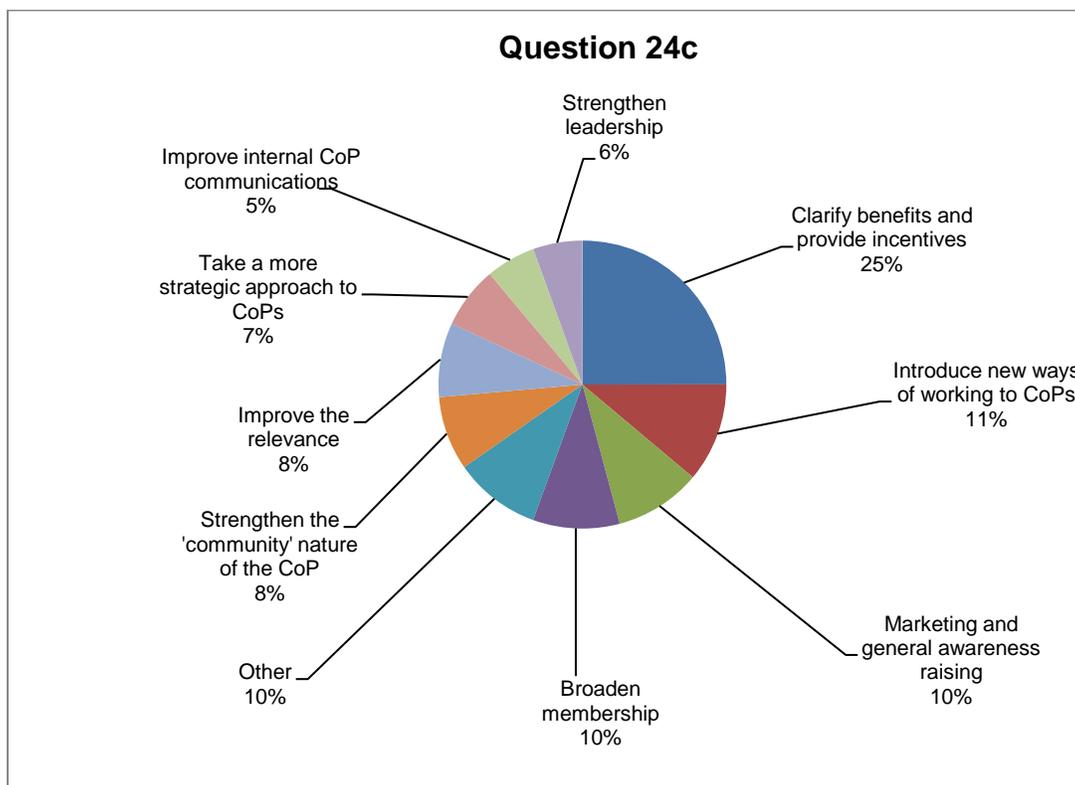
102. The overall distributions have changed little between 2009 and 2011 though 'staying current in the sector or theme' (62.8%) has taken over from 'learning and development' (60.9%) as the most important motivator.

103. There is no stand-out 'silver bullet' for motivating participation but it is interesting that two factors seem to have markedly less influence, namely, 'meeting work goals' (mentioned by 24.6% of respondents in 2011), and 'support for daily activities' (mentioned by 15.9% of respondents in 2011). The responses to Question 5 suggest that making stronger connections between CoP activities and daily work is an area that would benefit from greater emphasis.



Qn. 24.c What might be done to attract new members?

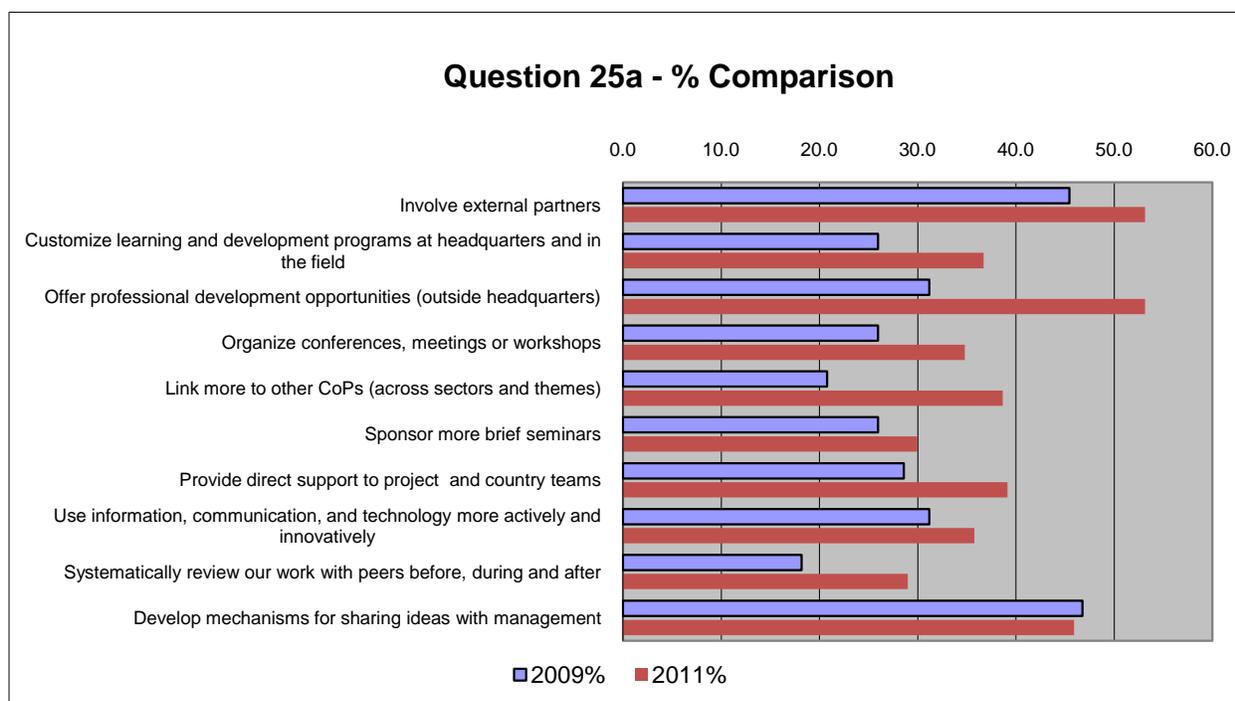
104. This was a freeform question that invited respondents to generate answers in their own words. Following careful examination, the 72 suggestions made were clustered under ten headings. The proportion of suggestions accounted for by each heading are shown in the following pie chart. Four clusters account for 55% of the suggestions, namely 'Clarify benefits and incentives' (24%), 'Introduce new ways of working to CoPs' (11%), 'Marketing and general awareness raising' (10%), and 'Broaden membership' (10%).



2. Section II - Recommendations for strengthening CoP effectiveness

Qn. 25.a How might my CoPs become better at identifying, creating, storing, sharing, and using knowledge?

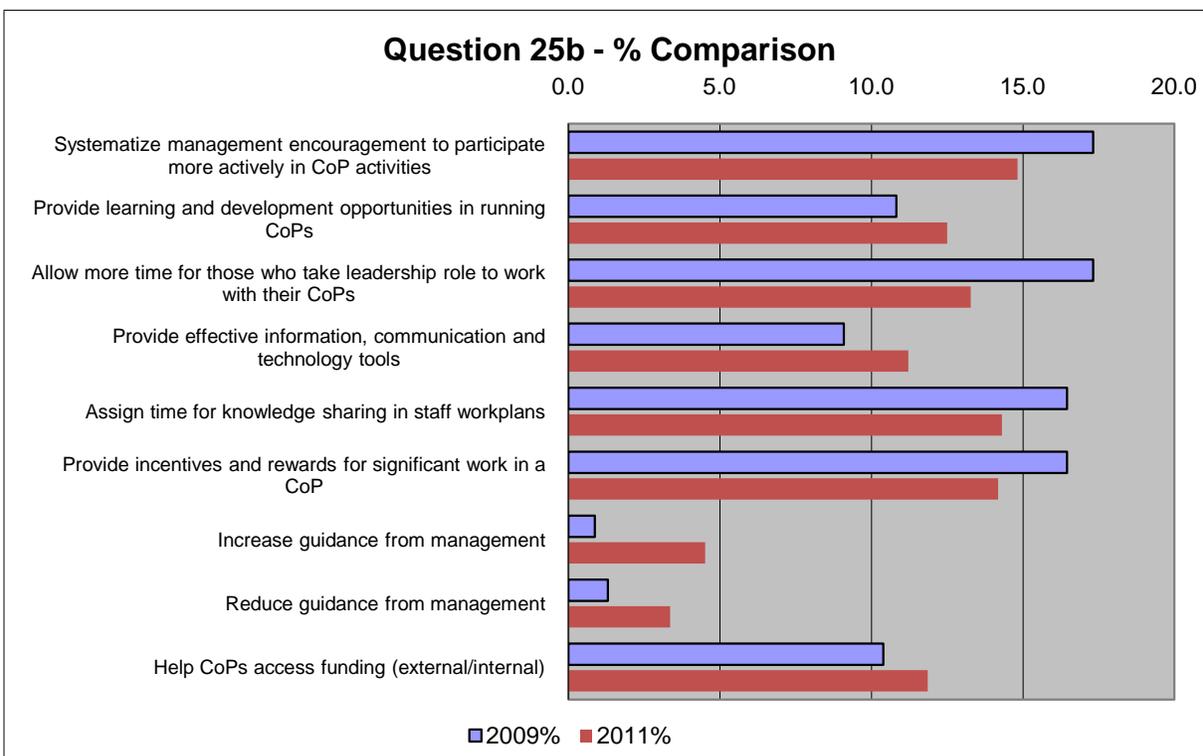
105. The key functions of knowledge management, namely identifying, creating, storing, sharing, and using knowledge are all important activities that can be carried out by CoPs. How CoPs can best improve their abilities to carry out these functions is examined in this question. The responses suggest that respondents in 2011 have identified a greater need or more opportunities for improvement in CoPs. The two stand-out responses in 2011 were 'involve external partners', and 'offer professional development opportunities (outside headquarters)' both identified by 53.1% of respondents (the latter up very significantly from 31.2% in 2009). Involving management more was also identified as a priority by 45.9% of respondents.



Qn. 25.b How might ADB better support CoPs to identify, create, store, share, and use knowledge?

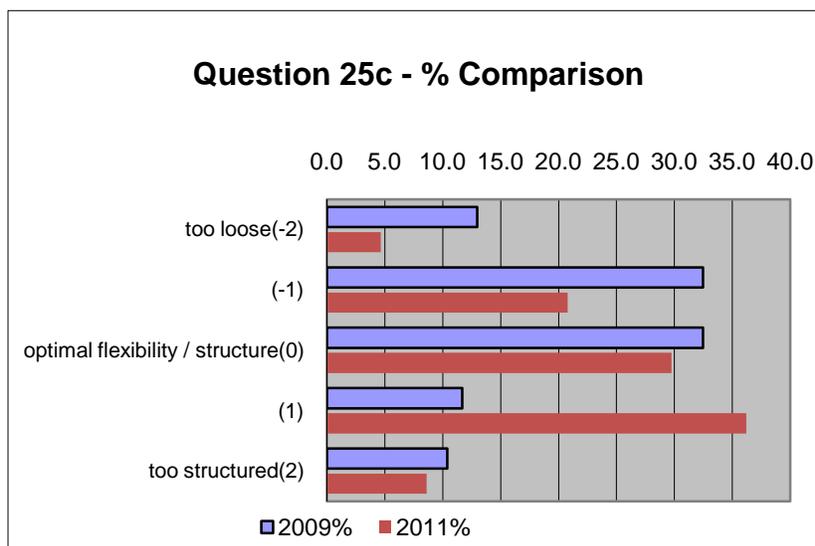
106. In the 2009 survey, respondents were limited to choosing three factors. In the 2011 survey there were no limitations on the number of factors that respondents could choose. In order to make direct comparison possible, the percentages relate to the proportion of total 'mentions' of the nine factors (231 in 2009 and 776 in 2011) rather than the percentage of respondents who selected the factors.

107. The responses show that in 2011, no particular factor was identified as being significantly more important than any other. The factor identified most often was 'systematize management encouragement to participate more actively in CoP activities' (14.8% of all 'mentions' in 2011). Two factors, namely 'increase guidance from management', and 'reduce guidance from management' were both scored low at 4.5% and 3.4% respectively. This suggests that greater management support for participation in CoPs would be appreciated but this should take the form of a 'hands off' role.



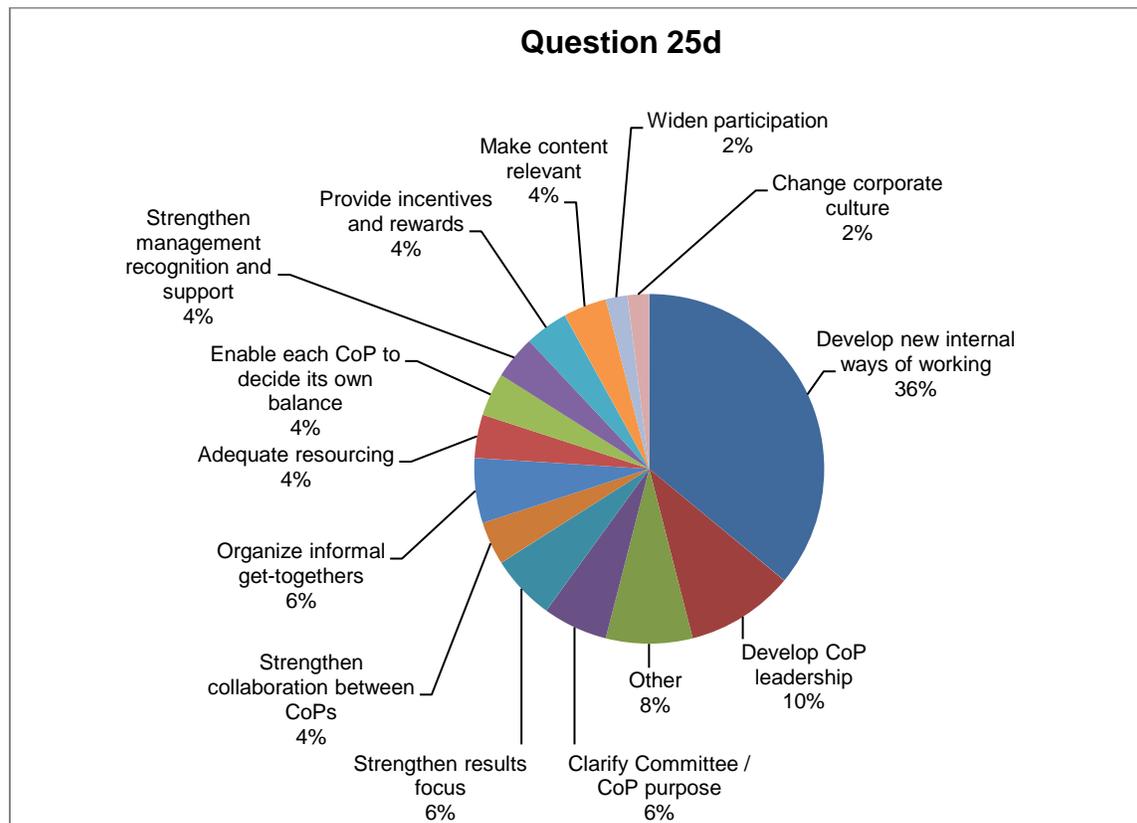
Qn. 25.c To achieve my CoP's purpose, ADB's approach (business processes) to CoPs is:

108. The responses to this question show a remarkable change in thinking from 2009 to 2011. In 2009, 45.5% of responses came under the 'too loose' side of optimum, and 22.1% on the 'too structured' side. In 2011 the proportions were reversed with 25.5% on the 'too loose' side of optimum, and 44.8% on the 'too structured' side. This suggests that there has been a radical shift in thinking towards viewing CoPs as overly constrained by the business processes they are expected to follow.



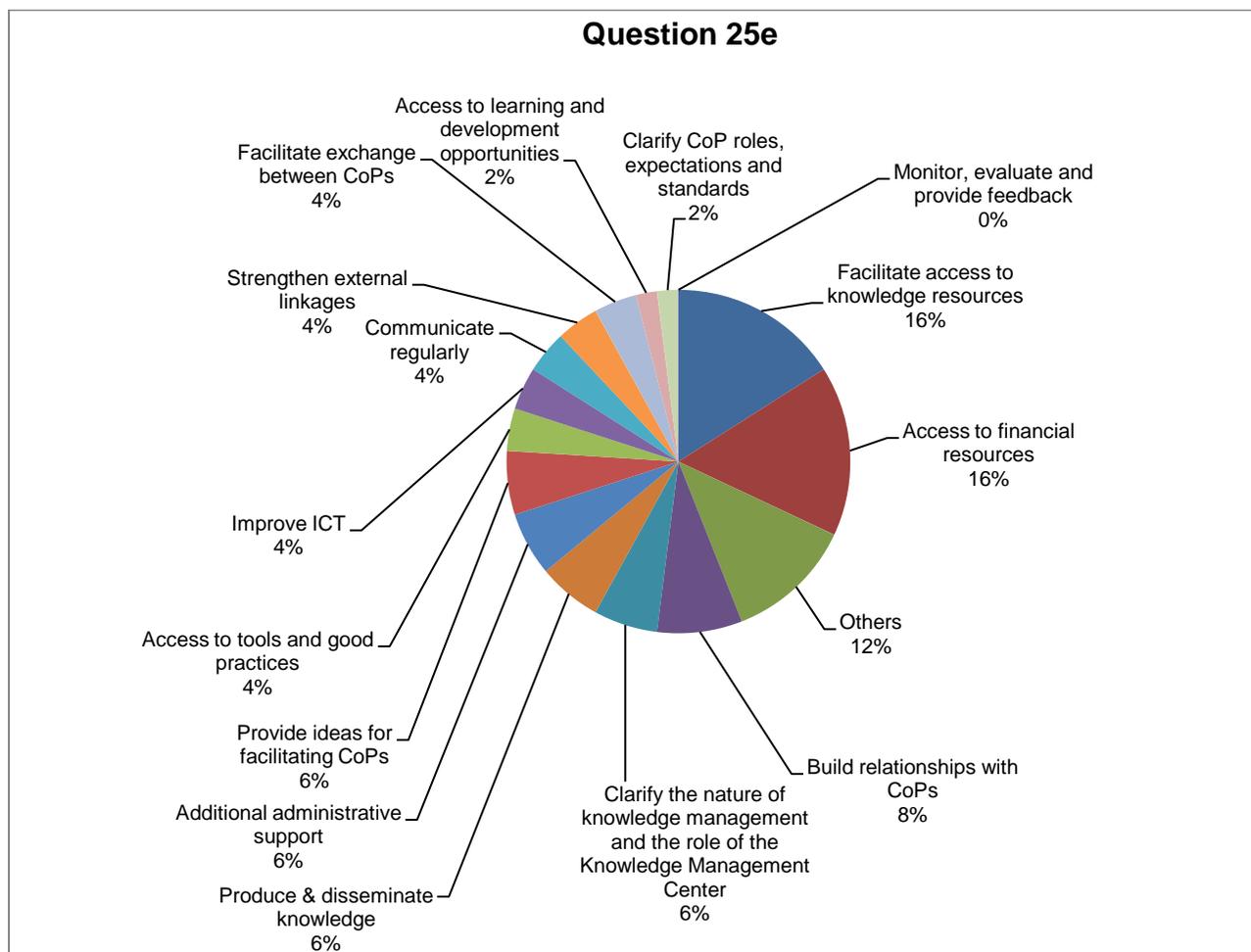
Qn 25.d Please suggest ways to marry formality and informality in CoPs.

109. This was a free-form question that invited respondents to write answers in their own words. In CoPs a balance must be struck between formality (often associated with following the organizationally driven mandate for the CoP), and informality (associated more with the pursuit of community, identity, mutual support, and individual learning and development). In total, 50 suggestions were made and, following careful examination, the suggestions were clustered under 14 headings. The proportion of suggestions under each heading is shown in the following pie-chart. The responses show that 'Develop new internal ways of working' accounted for 36% of responses. Develop CoP leadership' was the next most frequently cited suggestion (10% of suggestions), and the need to 'widen participation' accounted for 13% of suggestions. The full text of the responses can be found at Appendix 2.



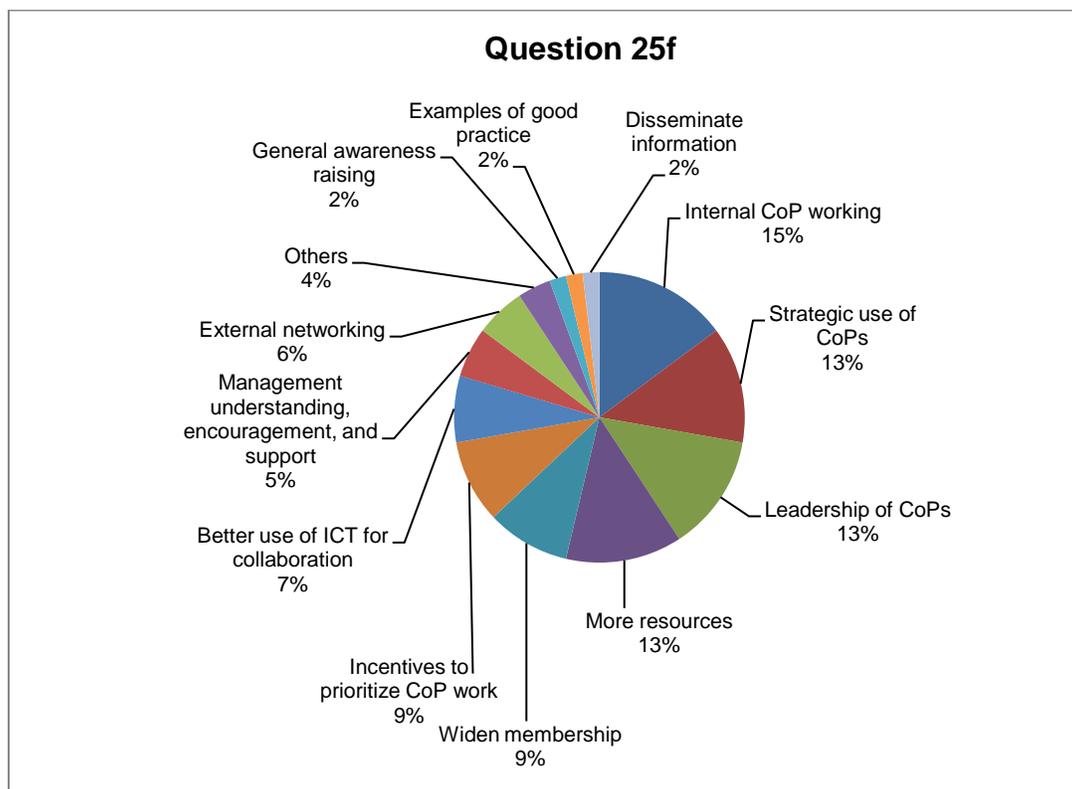
Qn. 25.e Please suggest ways in which ADB's Knowledge Management Center might assist your CoPs.

110. ADB's Knowledge Management Center has played and continues to play a very important role in the evolution of CoPs in ADB. This was an open question that invited respondents to make suggestions in their own words for how the Knowledge Management Center could assist their CoPs. A total of 50 suggestions were made, and these were clustered under 15 headings. The two most frequently cited categories of suggestion were 'Facilitate access to knowledge resources' (16%) and 'Access to financial resources' (16%). The full text of the responses can be found at Appendix 2.



Qn. 25.f What other recommendations do you have to strengthen your CoPs' effectiveness?

111. In this question, respondents were invited to put into their own words any recommendations for strengthening their CoPs' effectiveness that they had not already made elsewhere in the survey. A total of 54 suggestions were made, and these were clustered under 13 headings generated after close examination of all the responses. Four categories accounted for over 50% of the responses. The largest category of suggestions concerned 'Internal CoP working' (14%) which included such ideas as being more discerning about CoP membership, and creating sub-groups within CoPs. The other three clusters were 'Strategic use of CoPs' (13%), 'Leadership of CoPs' (13%), and 'More resources' (13%) The full text of the responses can be found at Appendix 2.



3. Section III – Profile of CoP members

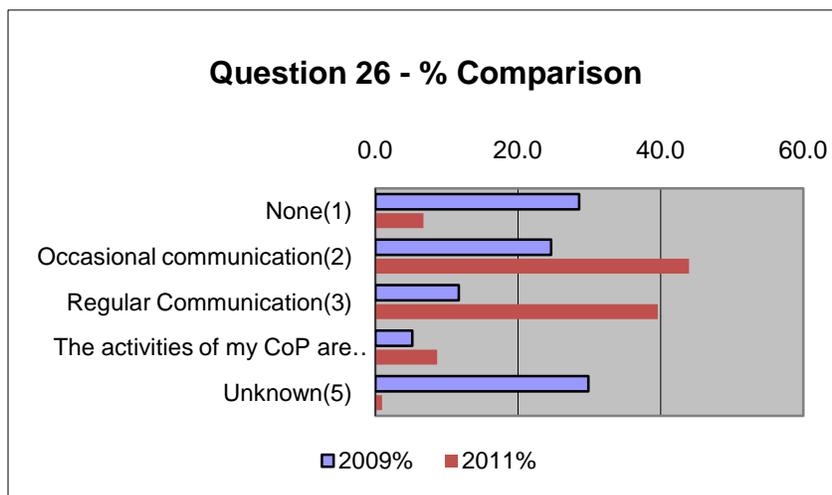
Qn. 26. What is the relationship between your CoPs and any of the regional knowledge hubs?

112. To encourage research, networking, and knowledge exchange on topics critical to ADB's operations and Asia's overall development, ADB established regional knowledge hubs¹⁹ in partnership with leading academic institutions in the region.

113. The responses to question 26 suggest that there have been improvements in both (1) the awareness by participants of the relationship between CoPs and regional knowledge hubs (the 'unknown' category has plummeted from 29.9% in 2009 to 1% in 2011), and (2) the relationships between CoPs and regional knowledge hubs. Those reporting no relationship have declined from 28.6% in 2009 to only 6.8% in 2011; and those reporting both occasional communication and regular communication have increased by almost 20% and 28% respectively. These represent very significant improvements since 2009 in the relationships

¹⁹ The hub's main functions are to generate knowledge; apply and transfer knowledge and disseminate knowledge. Their interventions are expected to yield two important outcomes, namely (1) improvement in applied knowledge and exchange of information on identified new and emerging areas in the region; and (2) creation of a pool of experts on areas operationally relevant to ADB and its developing member countries.

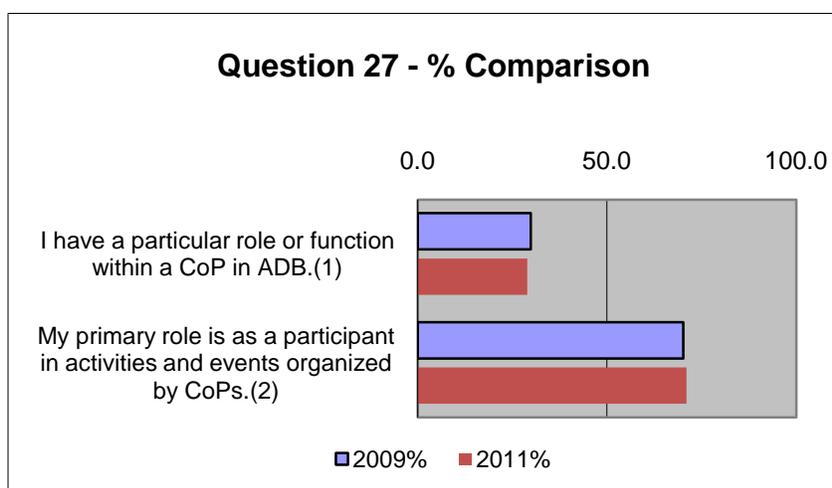
between CoPs and regional knowledge hubs which, one hopes, have led to the improved performance of both.



Qn. 27 What describes you best?

114. Whilst it is not clear exactly what respondents understood by having 'a particular role or function' in their CoP, it is interesting to note that in 2011, 29.0% considered themselves to fall into this category. This percentage is almost identical to 2009 (29.9%). The remaining 71.0% of respondents consider themselves as having a relatively passive role in their CoPs in so far as they are not actively involved in organizing events and activities (again, almost identical to the 70.1% in 2009).

115. This suggests a core and inner circle of just under one third of pro-active CoP members who are able to leverage and support the engagement of more than twice as many colleagues.

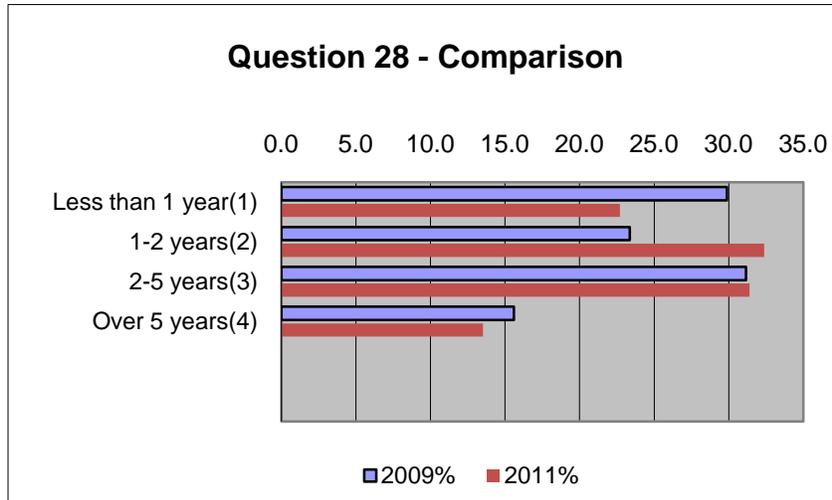


Qn. 28. How long have you been involved in your CoPs?

116. The largest percentage of members have been involved in their CoPs between one and two years (32.4% in 2011). This may be partly accounted for by the recent influx of new staff

into ADB over recent years. Overall, 86.5% of members have been involved in their CoPs for less than five years, and only 13.5% of CoP members have been involved in their CoPs for over 5 years.

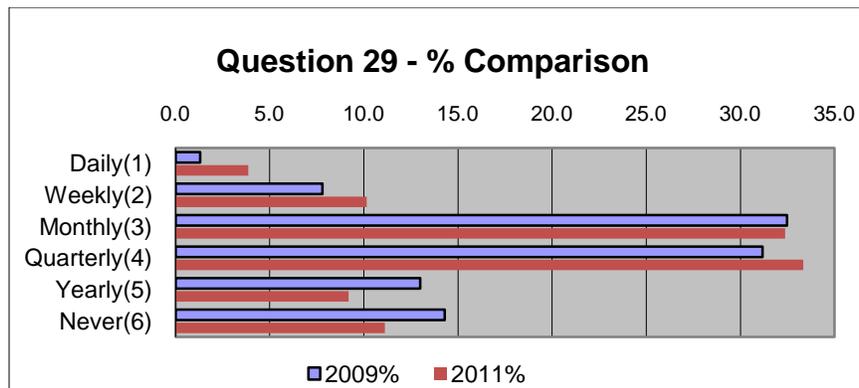
117. Given the proposed increase in staffing of approximately five hundred in the next few years, CoP membership is likely to increase but at the same time the distribution of membership is likely to remain weighted towards less than two years until the new cohort has been in post for a couple of years.



Qn. 29. How often are you involved in face-to-face CoP activity?

118. These responses show a very encouraging overall increase in the frequency of face-to-face CoP activity. The categories from daily to quarterly all show increases or holding steady. Daily face-to-face activity shows a three-fold increase from 1.3% in 2009 to 3.9% in 2011.

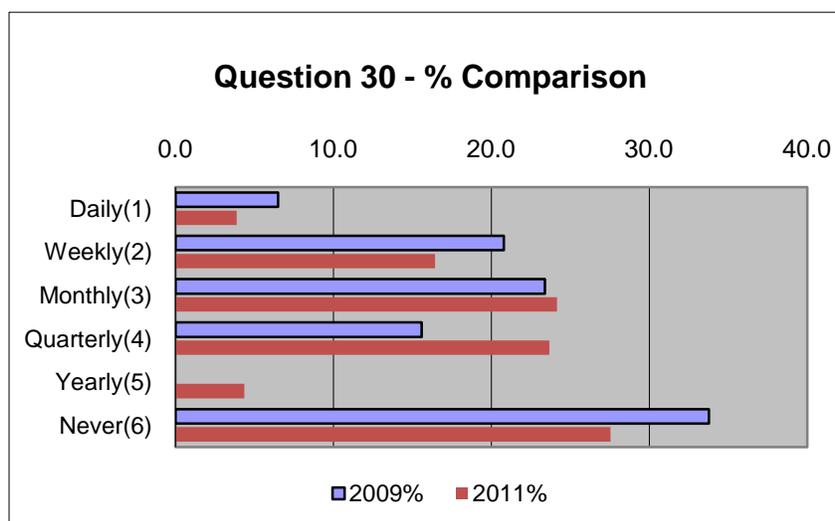
119. However, it is important to note that a over one in ten respondents admit that they never involved in face-to-face CoP activity though this has reduced from 14.3% in 2009 to 11.1% in 2011. The reasons for this low level of activity need to be more fully understood and addressed. Is the reason because the individuals are based in geographically distant locations from where the meetings and other CoP members are based? Do they prefer internet-based collaboration perhaps, or do they represent a significant large group of members who have little engagement with their CoPs?



Qn. 30. How often are you involved in internet-based CoP activity?

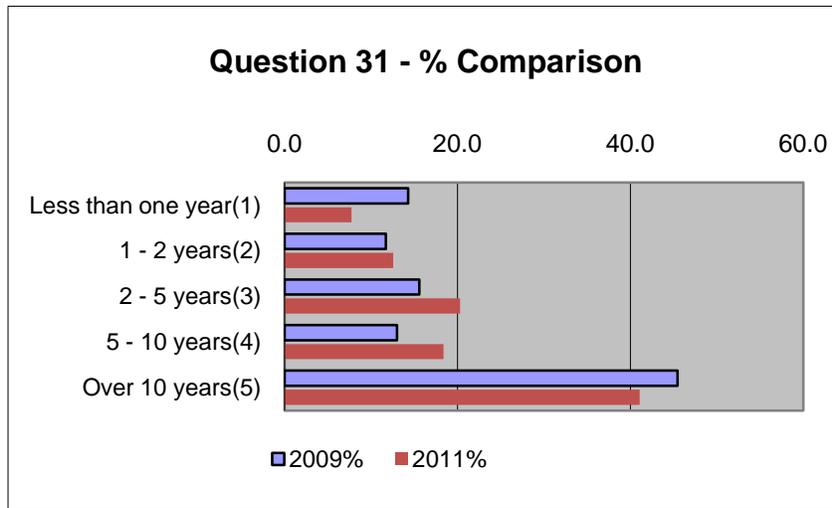
120. The responses to this question suggest that most participants are involved in at least monthly internet-based CoP activity. However, a trend appears to be developing over the period 2009 to 2011 that suggests less frequent use of internet-based CoP activity. This may, (but not necessarily) mean that there is a greater reliance on face-to-face and other non-internet activity such as phone calls. The significant decrease in those reporting that they never engage in internet based CoP activity (down from 33.8% in 2009 to 27.5% in 2011) is a positive trend but the fact that over one quarter of survey participants admit that they do not participate in internet-based CoP activity suggests a need for greater awareness raising about, and training in the use of internet-based CoP collaboration tools. Given the emphasis that ADB's Knowledge Management Center places on keeping CoP members informed through such initiatives as 'knowledge@adb' and 'Intersections', it may be that some respondents simply did not make the connection between these initiatives and 'internet based activity' when answering this question.

121. However, the pattern of responses may also suggest the need for increased awareness raising with CoPs about their use of ICT, and the new developments in this field that are under development.



Qn. 31. How many years of experience do you have that relate to your CoPs?

122. There is an increased percentage of respondents who report between one year and ten years of experience relevant to the work of their CoPs (51.3% of respondents in 2011, up from 40.3% in 2009). This is a welcome shift in demographic that describes a broader membership base of CoPs comprising people with a wider range of levels of experience to offer. This change has happened partly at the expense of the proportion of CoP members with over 10 years of relevant experience (down from 45.5% in 2009 to 41.1% in 2011) but mainly as a result of the decrease in proportion of CoP members with less than one year of experience (down from 14.3% in 2009 to 7.7% in 2011).

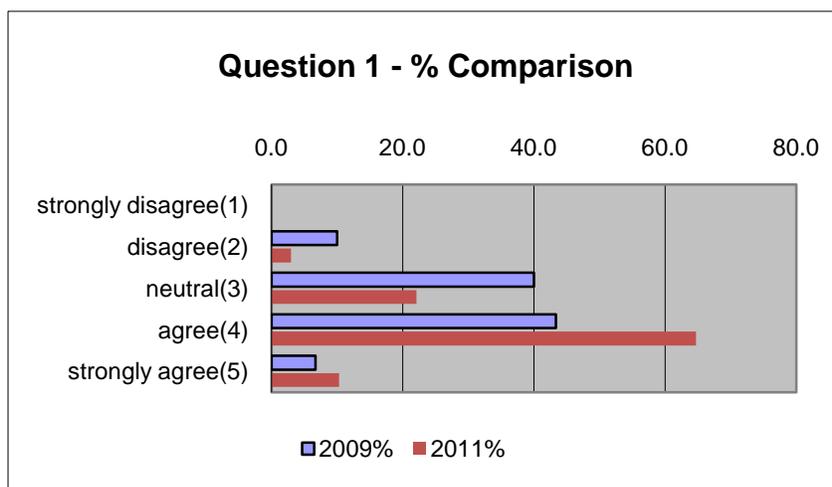


B. Non-CoP Member Responses

123. 68 people completed the 'Non-CoP Member' survey (up from 30 in 2009).

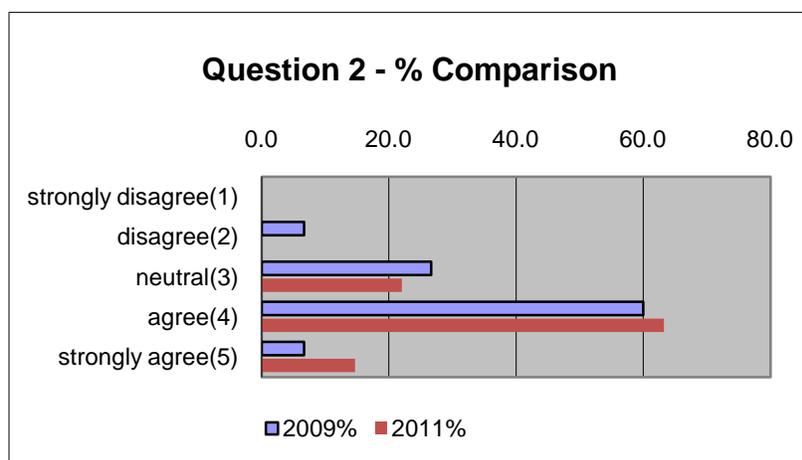
Qn. 1. CoPs help ADB to capture and store relevant knowledge so it can be easily accessed and applied.

124. 75% of respondents in 2011 agreed or strongly agreed with the statement 'CoPs help ADB to capture and store relevant knowledge so it can be easily accessed and applied' (up, significantly, from 49.7% in 2009). The significant reduction in the proportion of neutral scores from 2009 to 2011 suggests an increasing level of awareness of the role and activities of CoPs even among non-members.



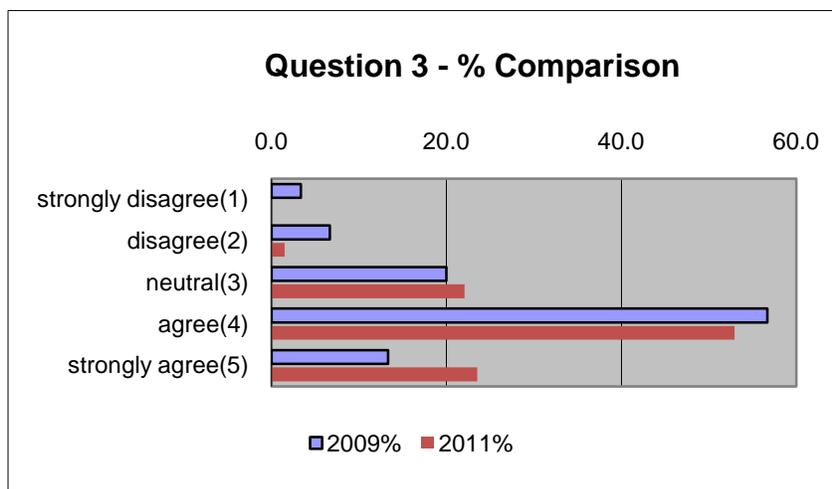
Qn. 2. CoPs help ADB to build knowledge sharing and learning into work life.

125. There was a very positive view among those who are not members of CoPs of their role in knowledge-sharing and learning in ADB. In 2011, 77.9% of respondents agreed or strongly agreed with the statement 'CoPs help ADB to build knowledge sharing and learning into work life' (up from 66.7% in 2009). Significant in the 2011 survey is the absence of any disagree or strongly disagree scores.



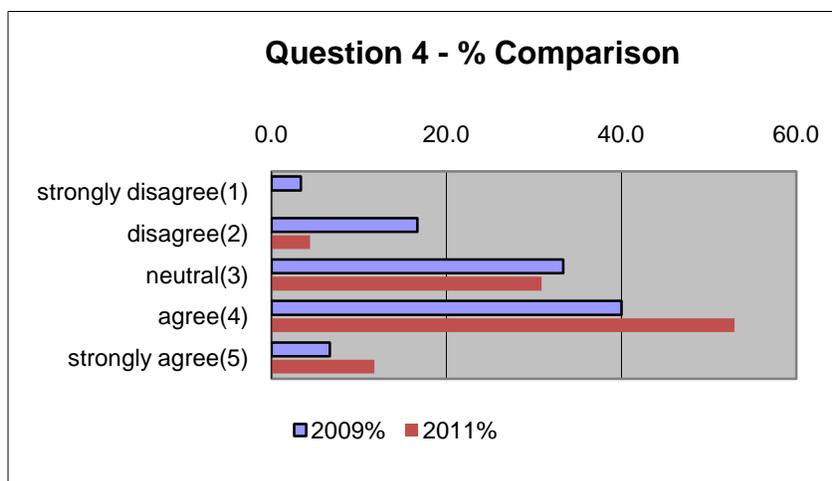
Qn. 3. CoPs help ADB to strengthen collaboration across offices, departments, and units.

126. Non-members of CoPs had a very positive view of the ability of CoPs to strengthen collaboration in ADB. In 2011, 76.4% of respondents agreed or strongly agreed with this statement (up from 70.0% in 2009). Noteworthy here is the high proportion (23.5%) of those who strongly agreed with the statement. The positive trend is more obvious when examining the numbers who disagreed or strongly disagreed with the statement. In 2011 no-one strongly disagreed, and only one person disagreed, with the statement.



Qn. 4. CoPs help ADB to leverage knowledge management to improve performance.

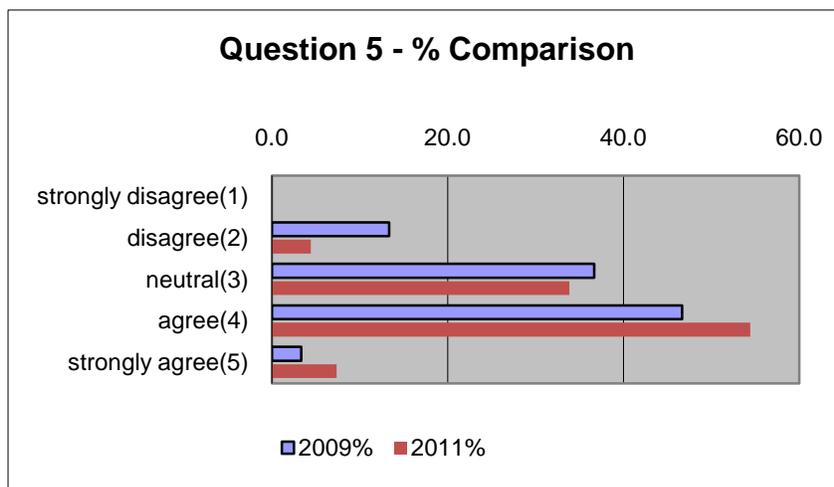
127. 64.7% of respondents agreed or strongly agreed with the statement that 'CoPs help ADB to leverage knowledge management to improved performance' in 2011 (up from 46.7% in 2009). No-one strongly disagreed with the statement, and only three people disagreed.



Qn. 5. CoPs help ADB to become more adept at strategy development.

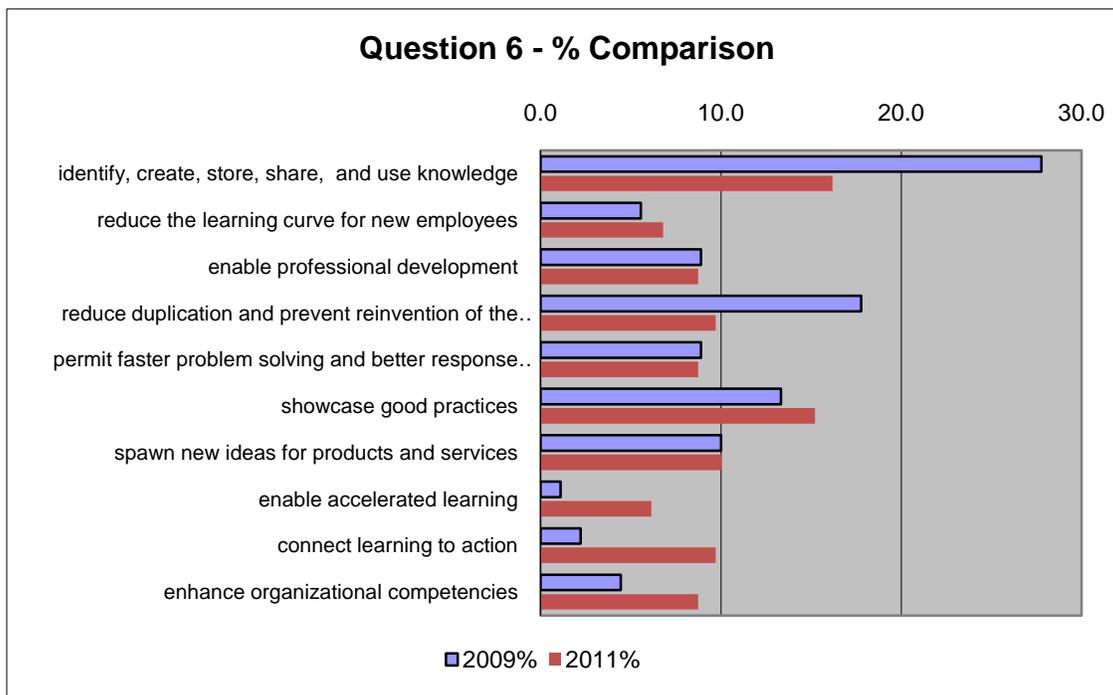
128. The statement that 'CoPs help ADB to become more adept at strategy development' evoked a very positive response from CoP non-members. In 2011, 61.8% of respondents

agreed or strongly agreed with the statement (up from 50% in 2009). No-one strongly disagreed, and only 4.4% disagreed.



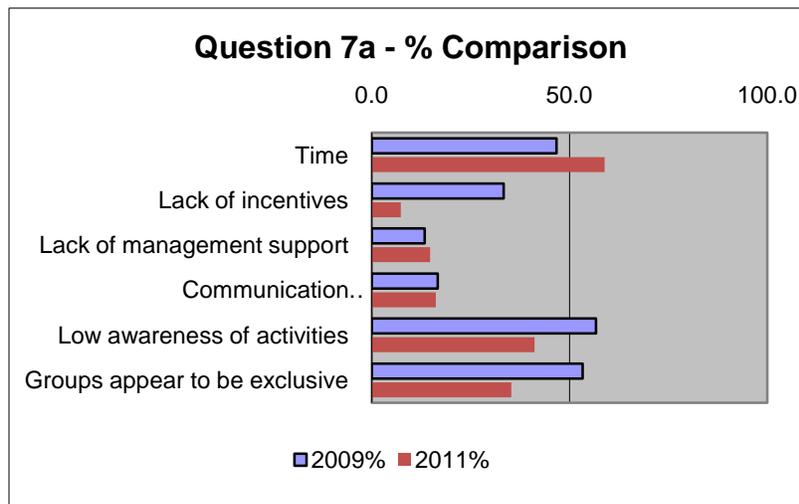
Qn. 6. The value of CoPs is that they ..

129. The percentages in this chart show the proportion of the total number of 'mentions' (90 in 2009, 309 in 2011) for all factors. Two factors in 2011 had significantly higher scores, namely 'identifying, creating, sharing, storing, and using knowledge' (16.2%, down significantly from 27.8% in 2009), and showcasing good practice (15.2%, up from 13.3% in 2009). The range in 2011 was narrower (from 6.1% to 16.2%) than in 2009 (from 1.1% to 26.7%). This could be explained by the respondents having a more nuanced understanding of the value that CoPs deliver or the CoPs themselves delivering a wider range of benefits as they have matured.



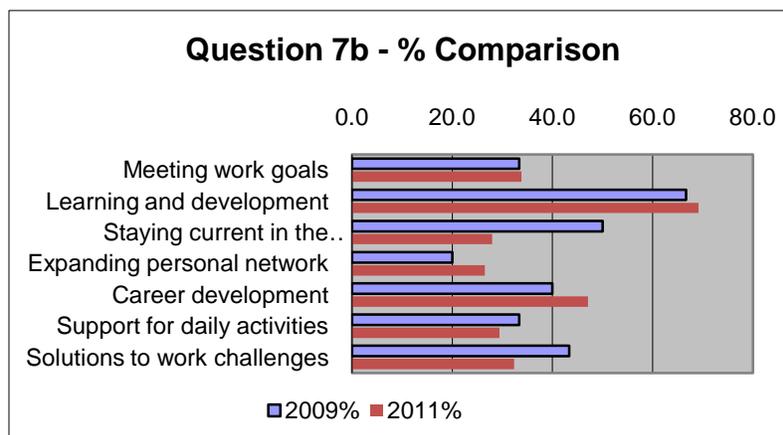
Qn. 7.a What *strongly* limits your ability to participate in CoPs?

130. The mean number of limitations reported by each respondent declined from 2009 (2.2) to 2011 (1.7) indicating that, on average, individuals have identified only two obstacles to their involvement in CoPs. The most important obstacle to participation changed from 2009 to 2011. In 2009 it was 'low awareness of activities'. In 2011 it was 'Time' which here is taken to mean perceived lack of time (58.8%). In 2009, the most important limitation was 'low awareness of activities', and that was still seen as the second most important limitation in 2011. Perceived exclusivity was viewed by 35.3% of respondents as a limitation though this declined from 53.3% in 2009. 'Lack of incentives' declined dramatically in importance. In 2009 it was mentioned by 33.3% of respondents but by only 7.4% in 2011.



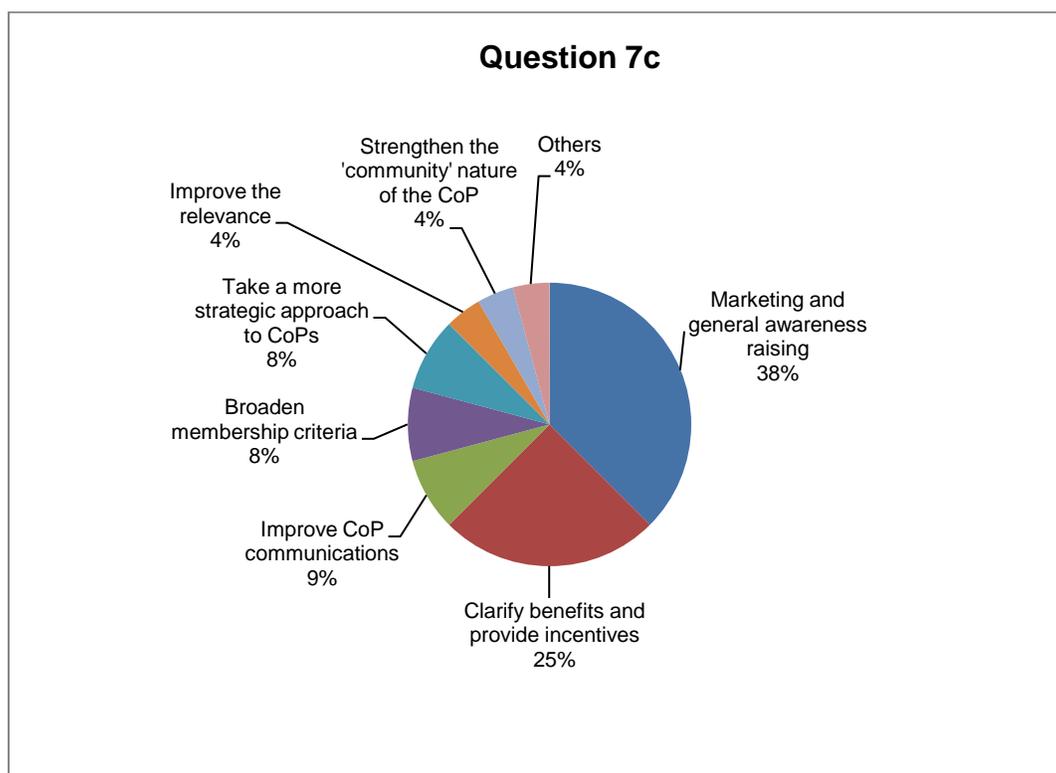
Qn. 7.b What would *strongly* motivate you to participate?

131. The mean number of motivating factors for involvement in CoPs in 2009 was 2.9, and in 2011 it was 2.7. The most important motivator was 'learning and development' in both 2011 and 2009, with 'career development' taking over the number two slot in 2011 from 'staying current in the sector / theme' in 2009. The choice of these suggests that for many non-members, it is their own longer term development rather than support with immediate work challenges that would be a key motivator for their future involvement in a CoP.



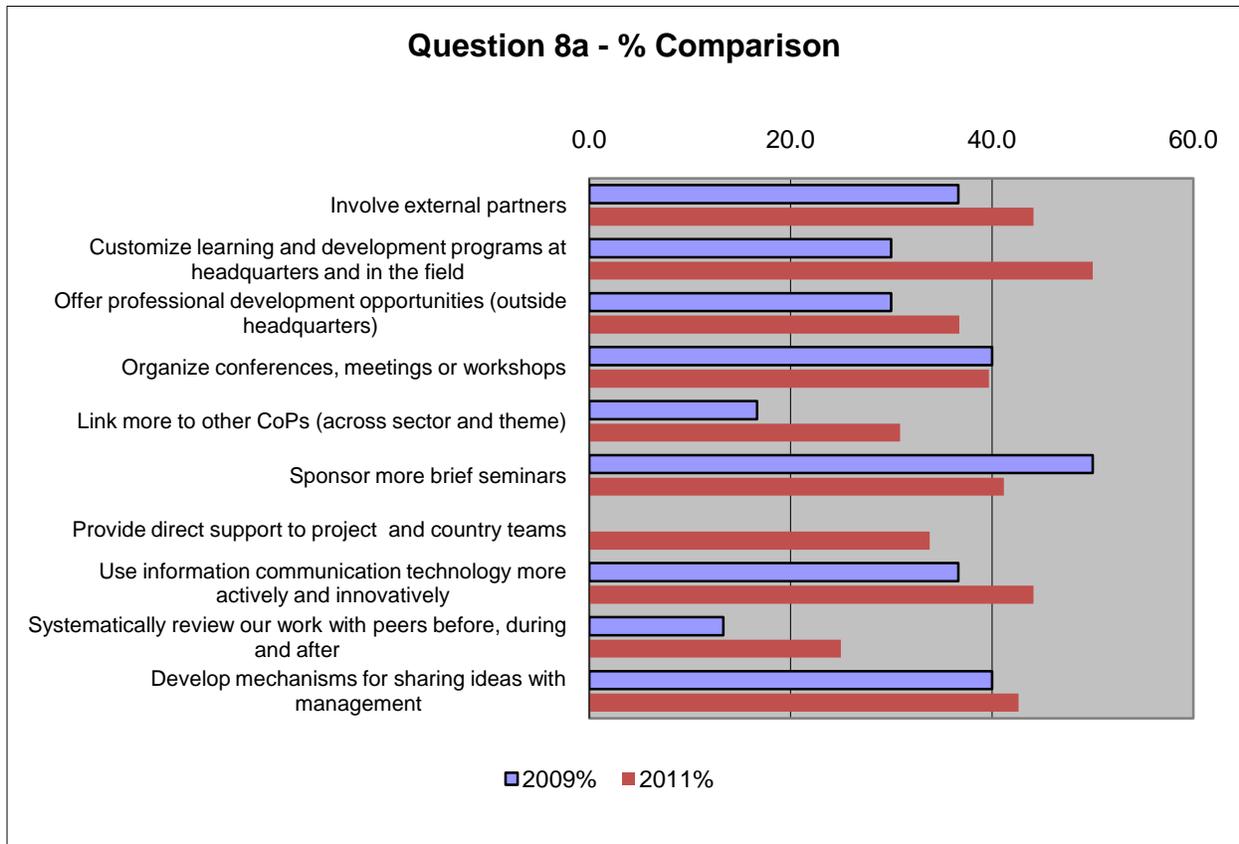
Qn. 7.c What might be done to attract new participants?

132. This was a free form question that invited respondents to generate answers in their own words. Following careful examination, the 24 suggestions made were clustered under eight headings generated from the responses from the CoP Members to the same question. The proportion of suggestions accounted for by each heading are shown in the following pie chart. The heading that accounted for most of the responses, namely 'Marketing and general awareness raising' (39%) included suggestions such as advertising the achievements of CoPs, and providing more briefing sessions on the work of CoPs. 'Clarify benefits and incentives' accounted for 25% of the suggestions made. The full text of the responses can be found at Appendix 3.



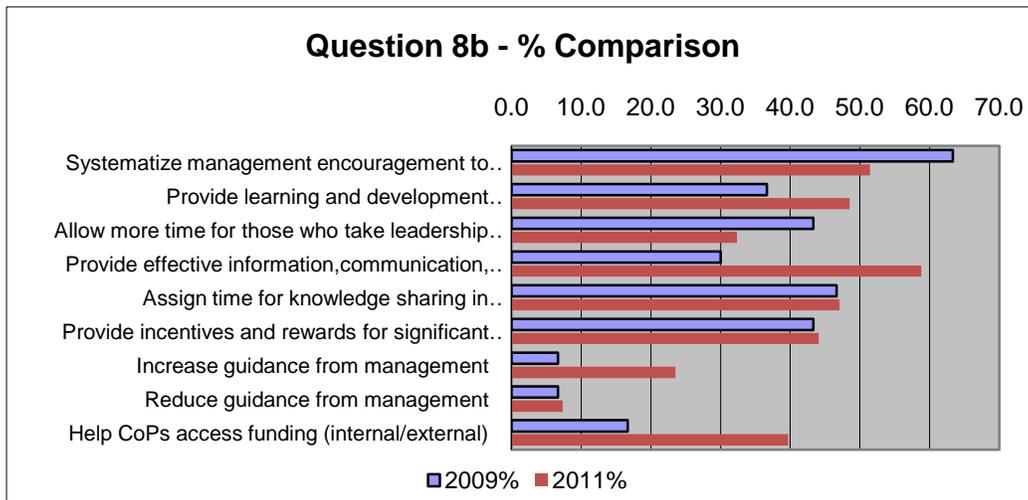
Qn. 8.a How might my CoPs become better at identifying, creating, storing, sharing, and using knowledge?

133. The situation examined by this question changed significantly between 2009 and 2011. In 2009 the most frequently identified factor was 'sponsor more brief seminars' whereas in 2011 it was 'customize learning and development programs at headquarters and in the field' (50%).



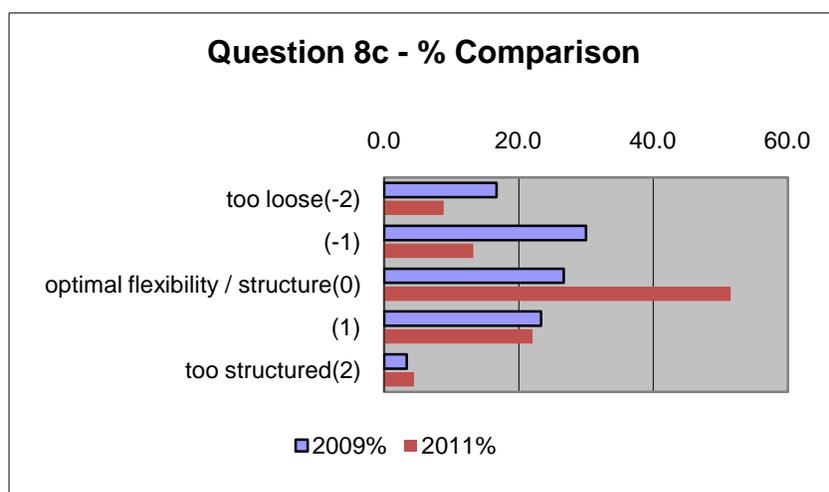
Qn. 8.b How might ADB better support CoPs to identify, create, store, share, and use knowledge?

134. Between 2009 and 2011 the emphasis has shifted from 'Systematize management encouragement to participate more actively in CoP activities' (51.5%, down from 63.3% in 2009) to 'Provide effective information, communication, and technology tools' (58.8%, up from 30.0% in 2009). The biggest increase from 2009 to 2011 was 'Help CoPs access funding (internal/external)' which increased from 16.7% in 2009 to 39.7% in 2011.



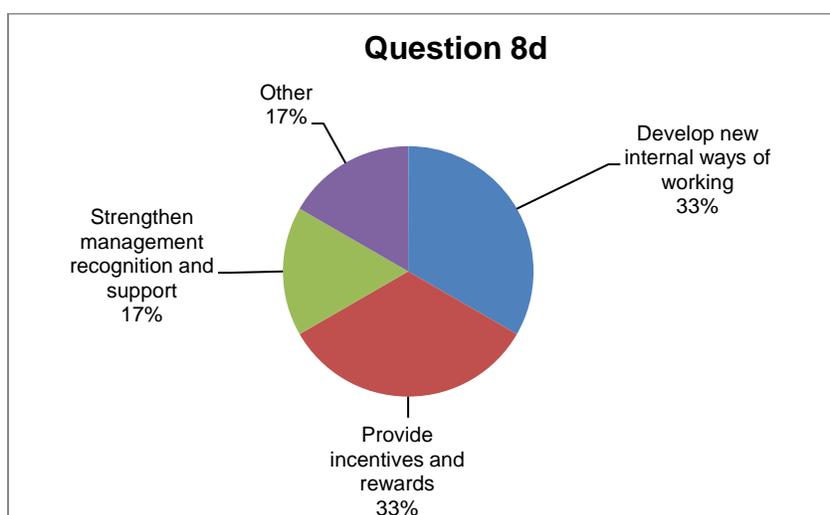
Qn. 8.c To achieve my CoP's purpose, ADB's approach (business processes) to CoPs is:

135. The majority of non-CoP Member respondents (51.5%) believe that ADB's approach to CoPs is optimal. The percentages believing that ADB's approach is too structured (1 and 2 in the chart) has remained almost identical (26.5% in 2011, 26.6% in 2009) whereas those who believe ADB's approach is too loose (-2 and -1 in the chart) have reduced from 46.7% in 2009 to 22.0% in 2011.



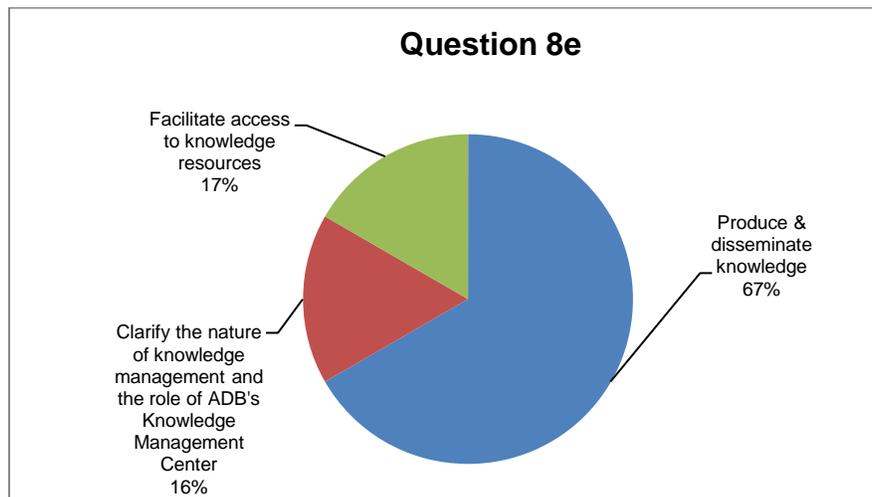
Qn. 8.d Please suggest ways to marry formality and informality in CoPs.

136. This was a free form question that invited respondents to generate answers in their own words. In CoPs a balance needs to be struck between formality (often associated with following the organizationally driven mandate for the CoP), and informality (associated more with the pursuit of community, identity, mutual support, and individual learning and development). In total, only six suggestions were made. One respondent put forward a detailed suggestion for ADB adopting a matrix structure in order to combine regional departments with sector specific departments. The proportion of suggestions under each heading is shown in the following pie-chart. The full text of the responses can be found at Appendix 3.



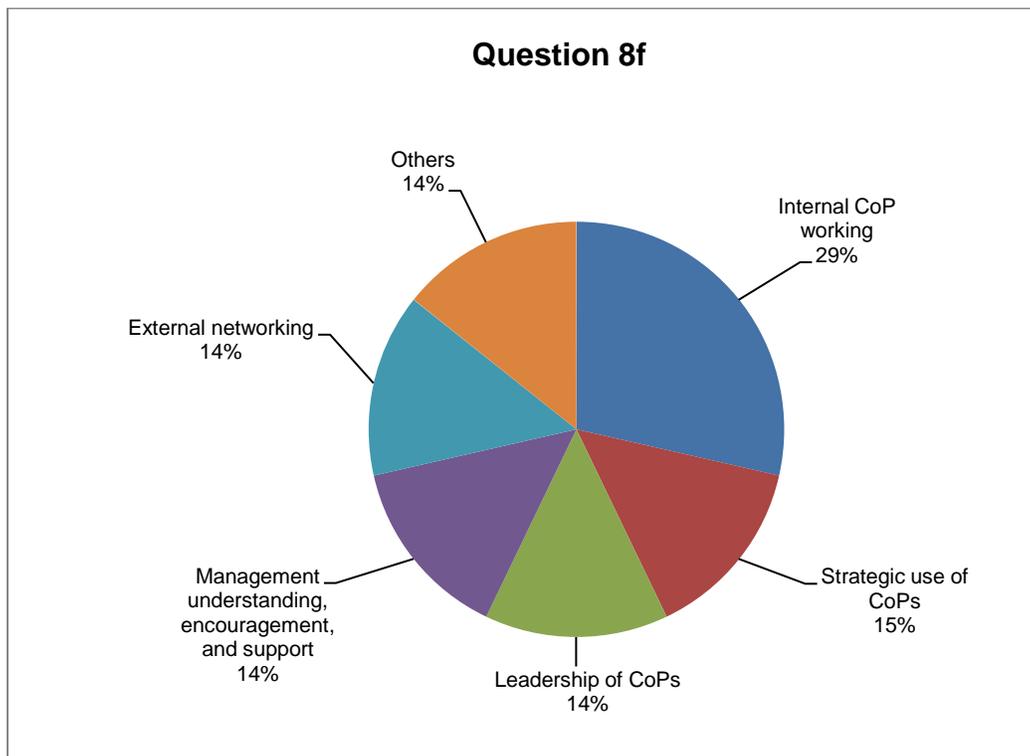
Qn 8.e Please suggest ways ADB's Knowledge Management Center might assist your CoPs.

137. ADB's Knowledge Management Center has played, and continues to play a very important role in the evolution of CoPs in ADB. This was an open question that invited respondents to make three suggestions in their own words for how the Knowledge Management Center could assist the respondents CoPs. A total of only six suggestions were made. The small number of responses may be explained by the question referring to 'your CoPs' and this may have caused some confusion, as all those completing this questionnaire were non-CoP Members. The six responses were clustered under three headings developed for the CoP members' responses to the same question. The full text of the responses can be found at Appendix 3.



Qn. 8.f What other recommendations do you have to strengthen your CoP's effectiveness?

138. In this question, respondents were invited to put into their own words any recommendations for strengthening the effectiveness of CoPs that they had not already made elsewhere in the survey. A total of seven suggestions were made, and these were clustered under the headings generated for the CoP members' responses to the same question. The small number of responses may be explained by the question referring to 'your CoPs' and this may have caused some confusion, as those completing this questionnaire were non-CoP Members. A number of interesting suggestions were made, including involving consultants in discussion and knowledge-sharing activities, and putting more effort into involving beneficiaries and other key stakeholders. The full text of the responses can be found at Appendix 3.



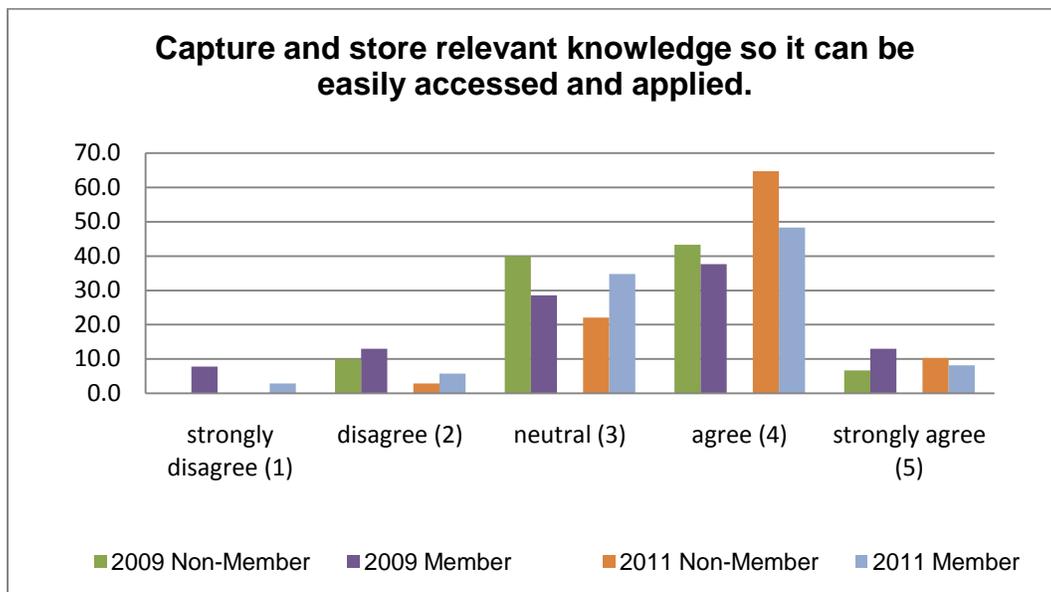
C. Comparison of CoP Member and Non-CoP Member Responses

139. The surveys for CoP members and non-CoP members were designed to enable comparisons to be made between the two groups' responses to the same questions. In this section, comparisons are made between the two sets of 2011 responses. The charts include the 2009 responses for the sake of completeness.

140. In general, the non-CoP members have a more positive view of CoPs than the CoP members. It is understandable that CoP members have more in-depth first-hand understanding of the inevitable difficulties in making a CoP work effectively. It may also be that the CoP members have higher expectations of their CoPs, and that this creates standards that are more challenging to achieve.

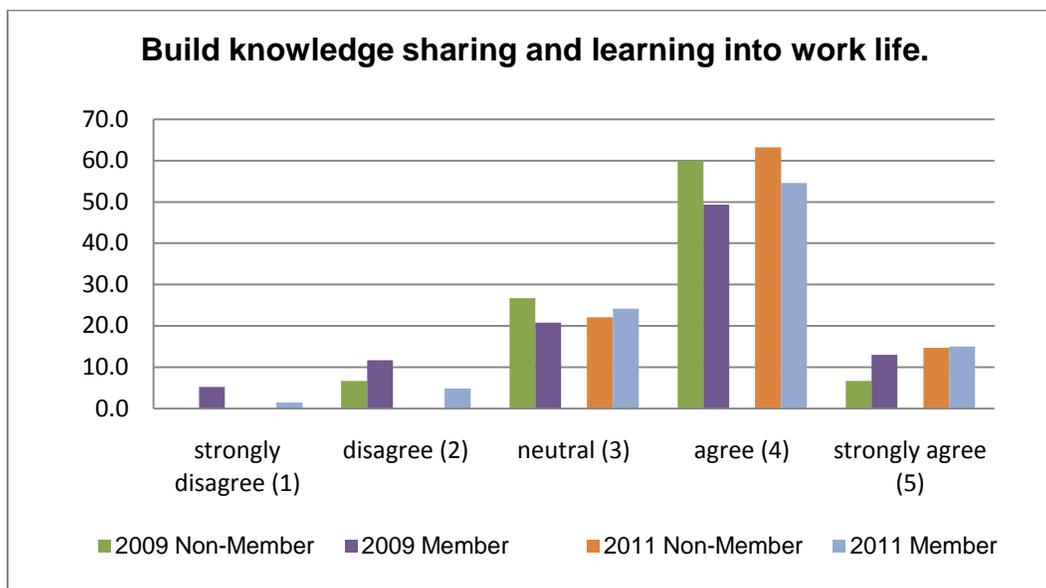
CoPs capture and store relevant knowledge so it can be easily accessed and applied.

141. Non-CoP members appear to have a more positive view than CoP members of the ability of CoPs to capture and store relevant knowledge so that it can be easily accessed and applied.



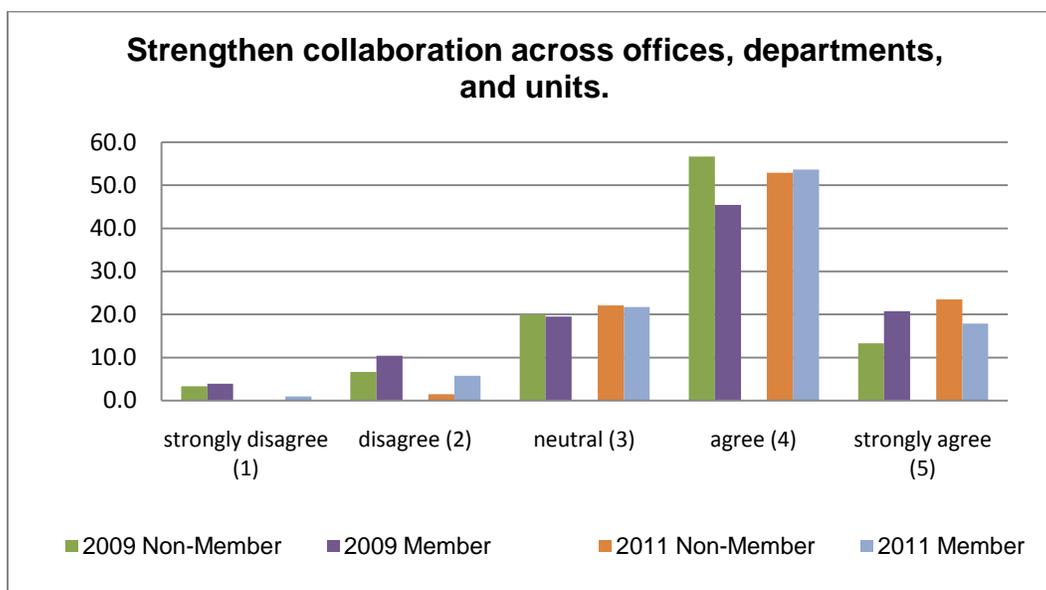
CoPs build knowledge sharing and learning into work life.

142. Both CoP members and non-CoP members have a similarly positive view of this characteristic of CoPs. Nevertheless, the percentage of both groups scoring 'strongly agree' is low compared to those who agree with the statement. The more critical view of CoP members is visible here with small percentages scoring 'disagree' and 'strongly disagree'.



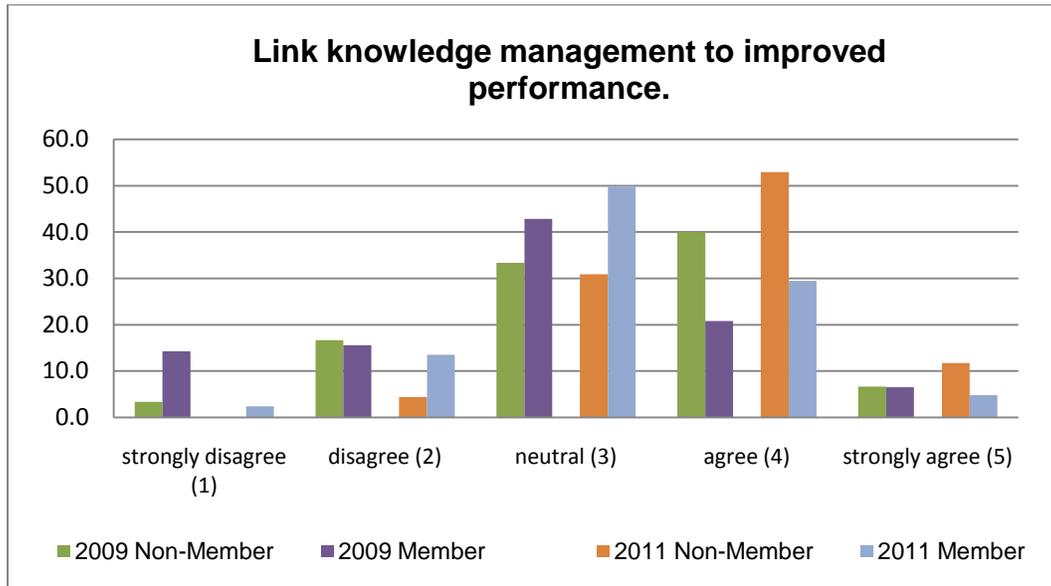
CoPs strengthen collaboration across offices, departments, and units.

143. There was a very similar distribution of scores in the assessments of the non-CoP members and CoP members for this question. Once again there were almost equal percentages scoring 'agree'. Non-CoP members scored marginally higher on 'strongly agree'.



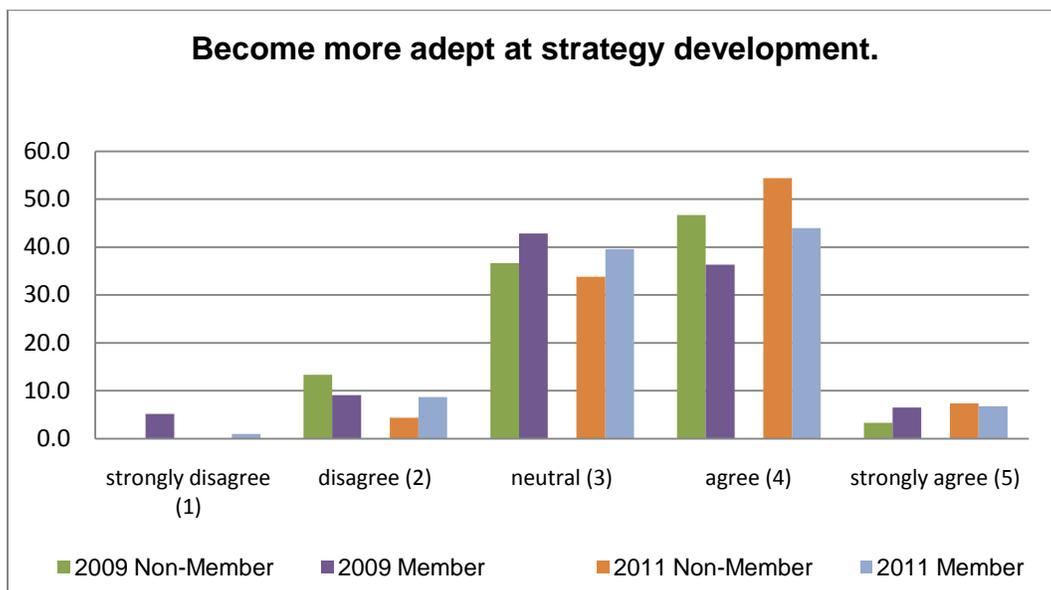
CoPs link knowledge management to improved performance.

144. The contrast between the perceptions of non-CoP members and CoP member was very noticeable in their views about the ability of CoPs to link knowledge management with improved performance. CoP members were significantly more neutral and critical in their responses than the non-CoP members who, by contrast scored very high for 'agree' in their assessments.



CoPs become more adept at strategy development

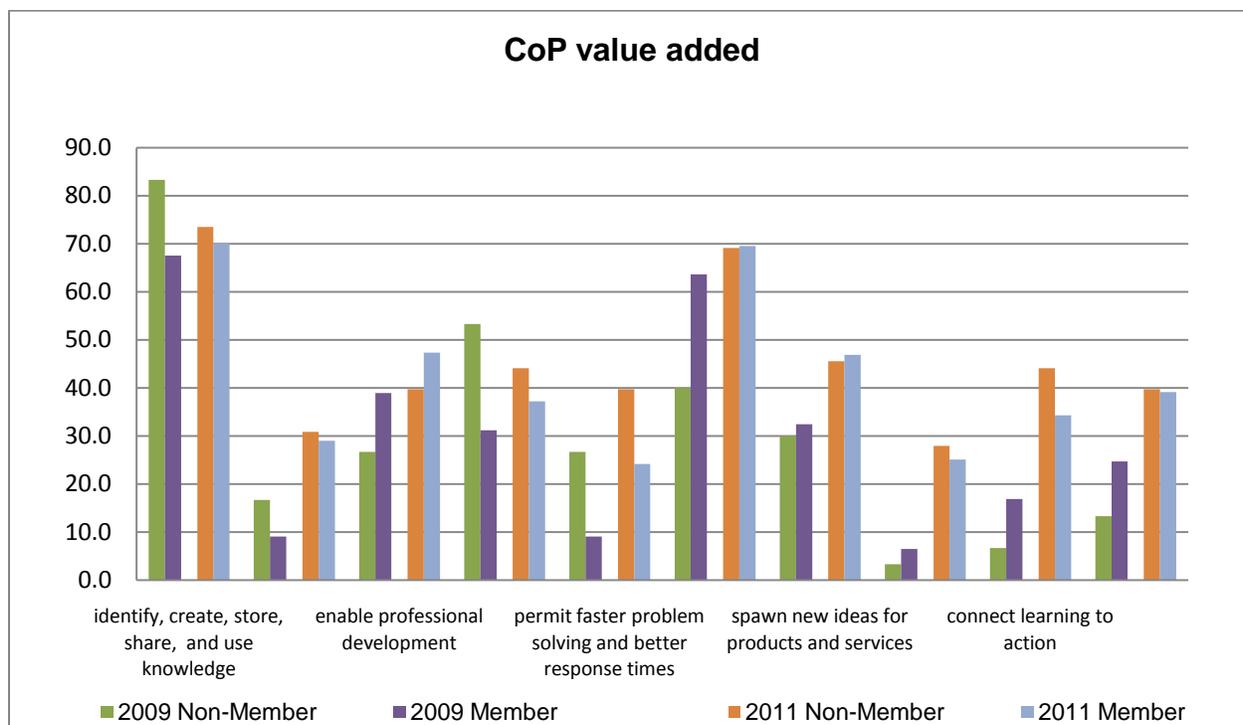
145. Once again, the non-CoP members were more positive in their assessment of the ability of CoPs to be more adept at strategy development. Noticeably, both groups had relatively low scores for 'strongly agree', suggesting that there is significant room for improvement here.



The value of CoPs is that they ..

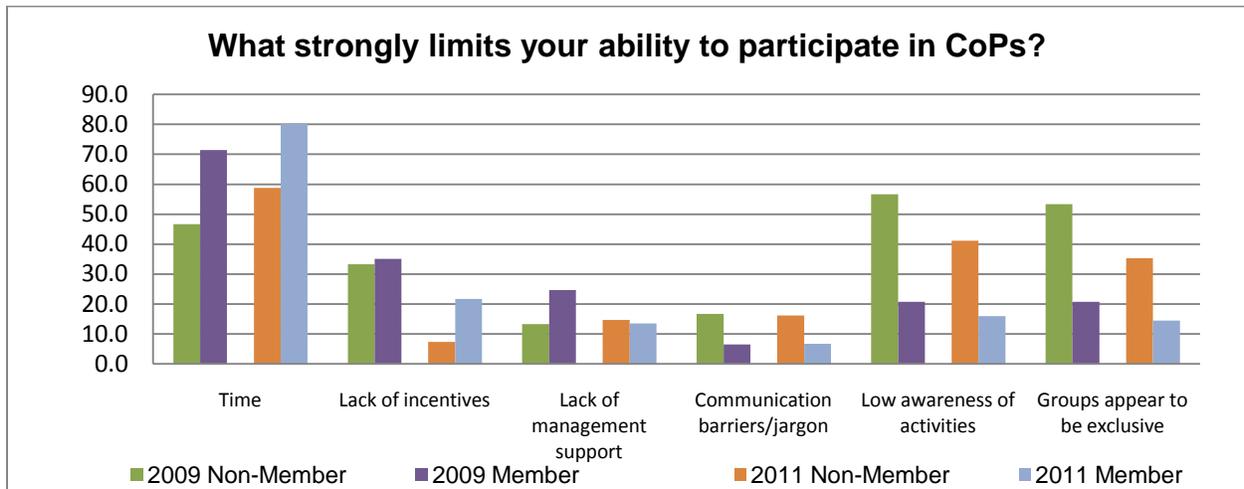
146. The responses by members and non-members show remarkable similarities in the 2011 survey. Both groups selected 'Identify, create, store, share, and use knowledge' as the main value-add of CoPs. Both groups had as their second choice 'Showcase good practices'. The

only significant disparity between the two groups was their view of 'Permit faster problem solving and better response times' on which 39.7% non-members placed value compared to 24.2% of members.



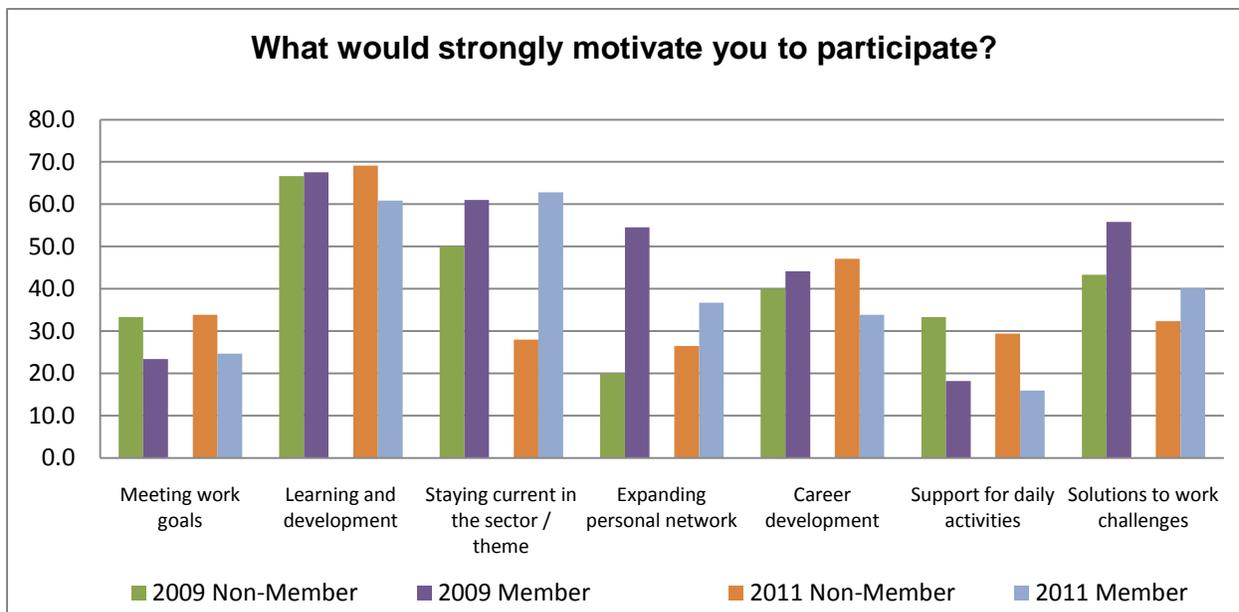
What strongly limits your ability to participate in your CoPs? (check all that apply)

147. In the 2011 survey, the main limitation identified by both non-CoP members and CoP members was time (selected by 58.8% of non-CoP members and 80.2% of CoP members). Non-CoP members selected a more diverse range of other limitations, including 'Low awareness of activities' (41.2%, compared with 15.9% of CoP members), and 'Groups appear to be exclusive' (35.3%, compared with 14.5% of CoP members). It is unsurprising that members chose these two options much less frequently. Interestingly the second choice by members was 'Lack of incentives' (21.7%) which was the least selected alternative by non-members.



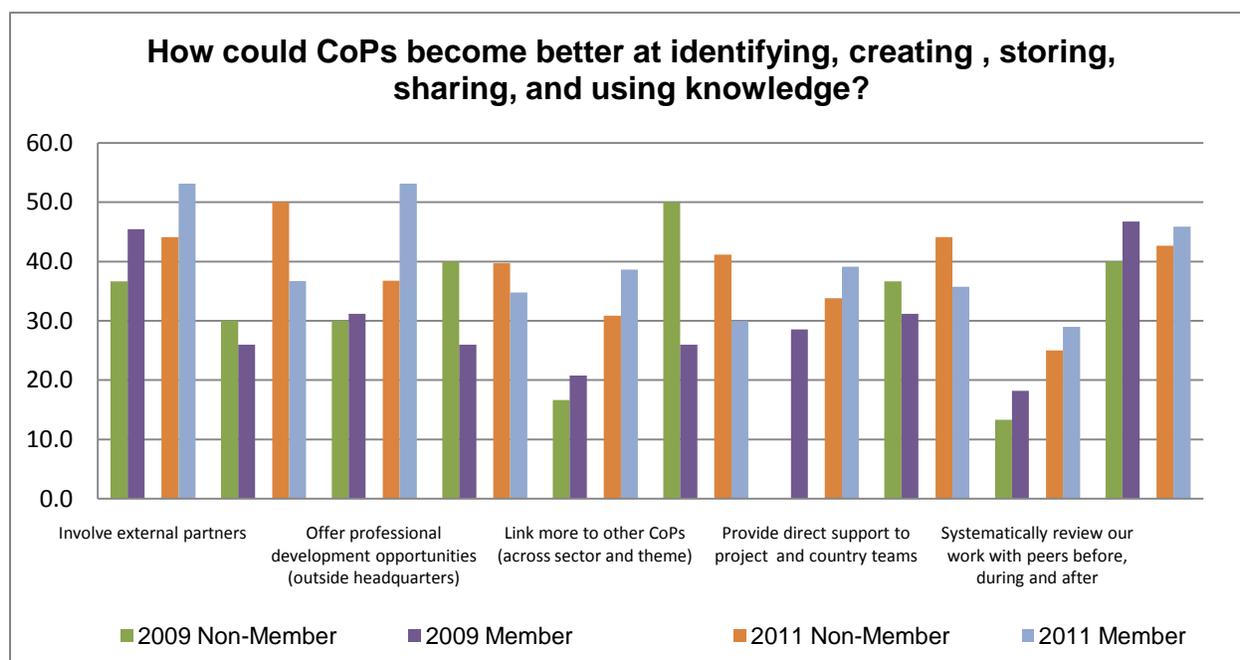
What (would/does) strongly motivate you to participate? (check all that apply)

148. The comparisons between non-member and member responses to this question in the 2011 survey are revealing. The biggest disparities between non-members and members are found under the category 'Staying current in the sector / theme' (selected by 27.9% of non-members and 62.8% of members). This category represents the main motivator for CoP members but the sixth highest for non-members. The main motivator for non-members is 'Learning and development' which was selected by 69.1% of non-members. It represents the second most important motivator for members – selected by 60.9%. The least important motivator for members was 'Support for daily activities' (15.9%, compared with 29.4% for non-members), whereas for non-members the least important motivator was 'Staying current in the sector/theme' (27.9%, compared with 62.8% for members). The results suggest that both groups value CoPs for their contribution to learning and development, though members particularly value the specific focus on 'staying current' that CoPs provide.



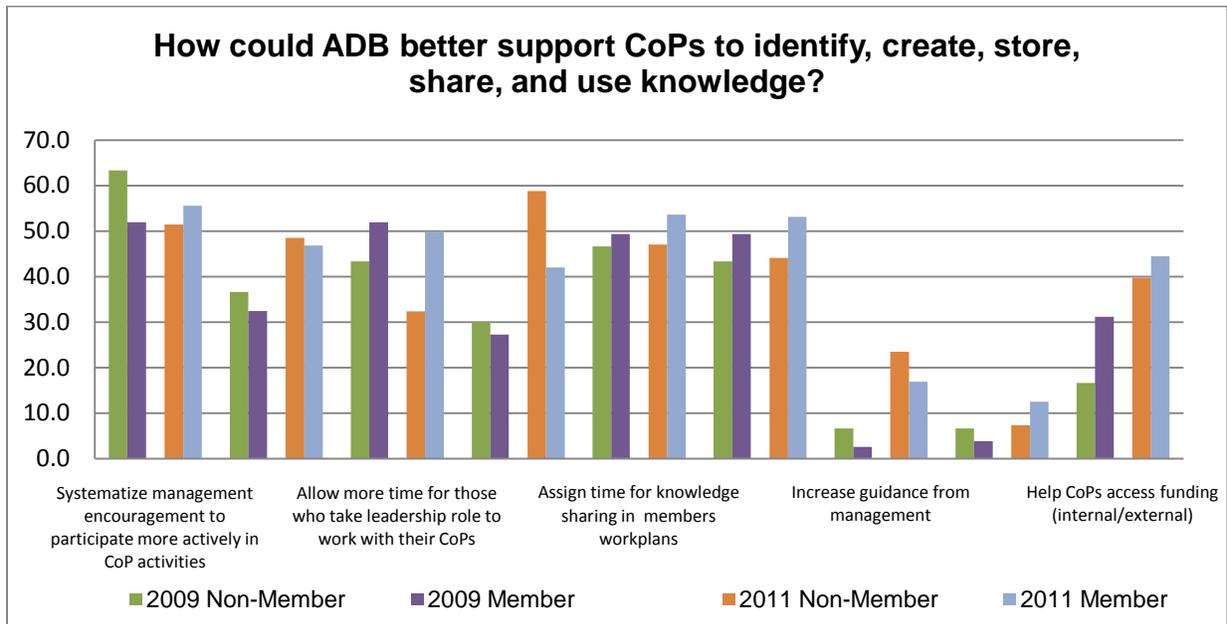
How could CoPs become better at identifying, creating , storing, sharing, and using knowledge?

149. The most frequently made suggestions by non-CoP members were 'Customize learning and development programs at headquarters and in the field' (cited by 50.0% of non-CoP member respondents compared with 36.7% for CoP members), and 'Involve external partners' (44.1%, compared with 53.1% for CoP members). For CoP members the two most frequently cited suggestions were 'Involve external partners' (already mentioned) and 'Offer professional development opportunities (outside headquarters)' (53.1%, compared with 31.2% for non-CoP members) which also represents the biggest difference between the two groups.



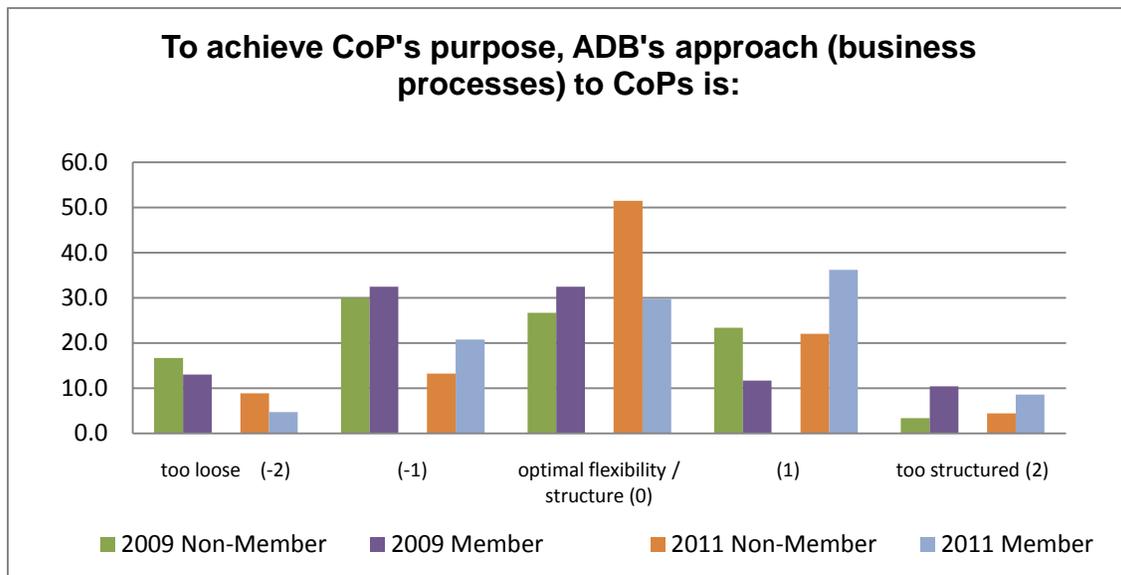
How could ADB better support CoPs to identify, create, store, share, and use knowledge?

150. In the 2011 survey the non-members and members had very similar ideas about how best to support CoPs to identify, create, store, share, and use knowledge. The main disparities are seen in the categories 'Allow more time for those who take leadership role to work with their CoPs' (favored by 32.4% of non-members and 49.8% of members), and 'Provide effective information, communication, and technology tools' (proposed by 58.8% of non-members and 42.0% of members). The former category represents an insight that would be difficult to identify unless one was a CoP member. Comparing the highest scoring categories reveals some interesting differences between the two groups. The highest-scoring category for non-members was 'Provide effective information, communication, and technology tools' (58.8%) whereas for members the highest-scoring category was 'Systematize management encouragement to participate more actively in CoP activities' (55.6%). Comparing the lowest-scoring categories reveals the same choice for both non-members and members, namely 'Reduce guidance from management' (7.4% non-members and 12.6% members).



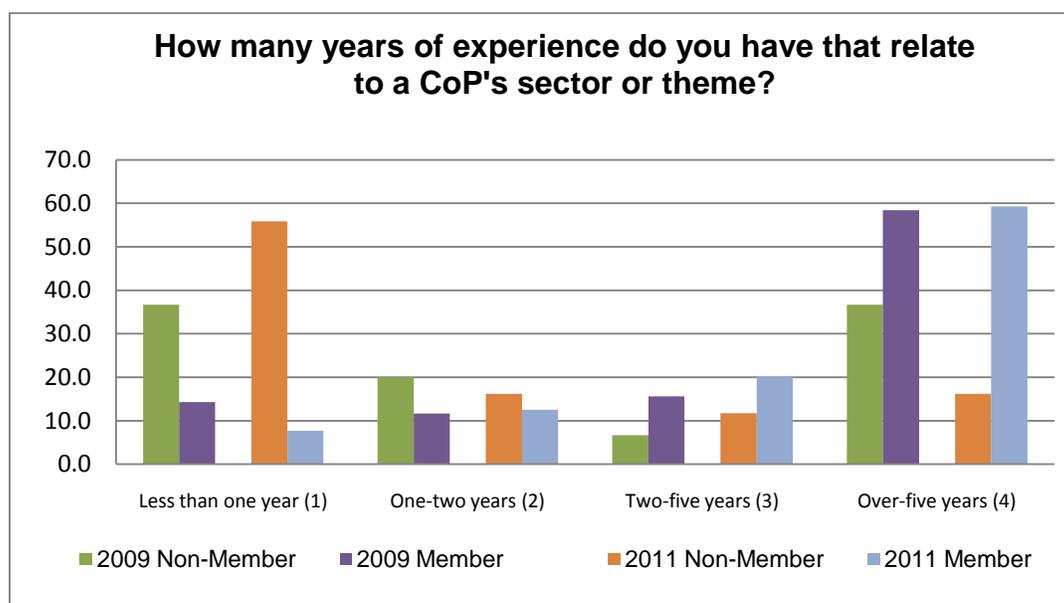
To achieve CoP's purpose, ADB's approach (business processes) to CoPs is ...:

151. The 2011 survey shows that whereas 51.5% of non-member respondents believed that ADB's approach to CoPs is optimal, this was true of only 29.7% of members who responded. Those who felt that ADB's approach was too structured (i.e., scoring 1 or 2), comprised 26.5% of non-members and 45.0% of members. If we assume that those who have hands-on experience of CoPs have a more accurate picture of how the CoPs operate, it would appear that non-member colleagues gain an impression of optimal operations that are not always consistent with the 'on the ground' picture.



How many years of experience do you have that relate to a CoP's sector or theme?

152. The CoP members and non-members who responded to the survey show markedly different demographics. In 2011, whereas 59.3% of respondents had over five years of related experience, this was true of only 16.2% of non-members who responded. Those with less than one year of related experience comprised 55.9% of non-member respondents but only 7.7% of CoP members who responded.



APPENDIX 1: 2011 COP SURVEY QUESTIONNAIRE

2011 Survey of ADB's Communities of Practice (for CoP Members)

Which CoPs are you most active in?

- | | |
|--|---|
| <input type="checkbox"/> Agriculture, Rural Development, and Food Security | <input type="checkbox"/> Managing for Development Results |
| <input type="checkbox"/> Education | <input type="checkbox"/> Monitoring and Evaluation |
| <input type="checkbox"/> Energy | <input type="checkbox"/> Public Management and Governance |
| <input type="checkbox"/> Environment | <input type="checkbox"/> Regional Cooperation and Integration |
| <input type="checkbox"/> Evaluation Cooperation Group | <input type="checkbox"/> Social Development and Poverty |
| <input type="checkbox"/> Financial Sector Development | <input type="checkbox"/> Transport |
| <input type="checkbox"/> Gender Equity | <input type="checkbox"/> Urban |
| <input type="checkbox"/> Health | <input type="checkbox"/> Water |
| | <input type="checkbox"/> Others, please specify: <input type="text"/> |
-

My CoPs ...

1. represent an area of common interest for a number of ADB staff/clients/partners.
 strongly agree agree neutral disagree strongly disagree
 2. currently have a clear focus in their sectors or themes.
 strongly agree agree neutral disagree strongly disagree
 3. give me a sense of belonging.
 strongly agree agree neutral disagree strongly disagree
 4. help me build relationships and network with others.
 strongly agree agree neutral disagree strongly disagree
 5. benefit my daily work from the relationships established.
 strongly agree agree neutral disagree strongly disagree
-

My CoPs ...

6. are mainly driven by the willingness of members to participate.
 strongly agree agree neutral disagree strongly disagree
7. motivate me to share work-related knowledge.
 strongly agree agree neutral disagree strongly disagree
8. build up an agreed set of communal resources over time.
 strongly agree agree neutral disagree strongly disagree
9. break down communication barriers among members.
 strongly agree agree neutral disagree strongly disagree
10. provide an informal, welcoming social environment.
 strongly agree agree neutral disagree strongly disagree
-

My CoPs ...

11. have a user-friendly communication platform.
 strongly agree agree neutral disagree strongly disagree
12. leverage a variety of knowledge management tools (appreciative inquiry, exit interviews, identifying and sharing good practices, knowledge harvesting, peer assists, storytelling, etc.).
 strongly agree agree neutral disagree strongly disagree
13. help me achieve better results (quality, productivity, stakeholder satisfaction) in projects and programs.
 strongly agree agree neutral disagree strongly disagree
14. help me achieve better results in economic, sector, and thematic work.
 strongly agree agree neutral disagree strongly disagree
15. help me achieve better results in country partnership strategy and policy work.
 strongly agree agree neutral disagree strongly disagree
-

CoPs help ADB to ...

16. capture and store tacit and explicit knowledge so it can be easily accessed and applied.
 strongly agree agree neutral disagree strongly disagree
17. build knowledge sharing and learning into work life.
 strongly agree agree neutral disagree strongly disagree
18. strengthen collaboration across departments, offices, and units.
 strongly agree agree neutral disagree strongly disagree
19. leverage management techniques to improve performance.
 strongly agree agree neutral disagree strongly disagree
20. become more adept at strategy development in sectors and themes.
 strongly agree agree neutral disagree strongly disagree
-

21. The value of CoPs is that they ...
- identify, create, store, share, and use knowledge.
 - reduce the learning curve for new employees.
 - enable professional development.
 - reduce duplication and prevent reinvention of the wheel.
 - permit faster problem solving and better response times.
 - showcase good practices.
 - spawn new ideas for products and services.
 - enable accelerated learning.
 - connect learning to action.
 - enhance organizational competencies.
22. The success my CoPs have depends on ...
- raising the strategic relevance of their sectors or themes in ADB.
 - involving experts in their sectors or themes.
 - specifying their members' roles and expectations.
 - being inspired by a dedicated and passionate coordinator.
 - adopting a consistent attitude to collaboration and knowledge sharing.
 - encouraging new members to participate.
 - recognizing and rewarding members.
 - using staff time wisely.
 - building trust, rapport, and a sense of community.
 - measuring their success and effectiveness.
-

23. My CoPs are best at ...

- filtering (organizing and managing important information).
- amplifying (helping to understand important but little known information).
- investing and providing (offering a means to give members the resources they need).
- convening (bringing together different individuals or groups).
- community-building (promoting and sustaining values and standards).
- learning and facilitating (helping work more efficiently and effectively).

24. Participation

a. What *strongly* limits your ability to participate in your CoPs?

- | | |
|--|--|
| <input type="checkbox"/> Time | <input type="checkbox"/> Lack of incentives |
| <input type="checkbox"/> Lack of management support | <input type="checkbox"/> Communication barriers/jargon |
| <input type="checkbox"/> Low awareness of activities | <input type="checkbox"/> Groups appear to be exclusive |

b. What would *strongly* motivate you to participate in CoPs?

- | | |
|---|---|
| <input type="checkbox"/> Meeting work goals | <input type="checkbox"/> Learning and development |
| <input type="checkbox"/> Staying current in the sector or theme | <input type="checkbox"/> Expanding personal network |
| <input type="checkbox"/> Career development | <input type="checkbox"/> Support for daily activities |
| <input type="checkbox"/> Solutions to work challenges | |

c. What might be done to attract new members?

25. Recommendations for strengthening CoP effectiveness

a. How might my CoPs become better at identifying, creating, storing, sharing, and using knowledge?

- Involve external partners.
- Customize learning and development programs at headquarters and in the field.
- Offer professional development opportunities (outside headquarters).
- Organize conferences, meetings, and workshops.
- Link more to other CoPs (across sectors and themes).
- Sponsor more brief seminars.
- Provide direct support to project and country teams.
- Use information, communication, and technology more actively and innovatively.
- Systematically review work with peers before, during, and after.
- Develop mechanisms for sharing ideas with management.

b. How might ADB better support CoPs to identify, create, store, share, and use knowledge?

- Systematize management encouragement to participate more actively in CoP activities.
- Provide learning and development opportunities in running CoPs.
- Allow more time for those who take a leadership role to work with their CoPs.
- Provide effective information, communication, and technology tools.
- Assign time for knowledge sharing in members workplans.
- Provide incentives and rewards for significant work in a CoP.
- Increase guidance from management.
- Reduce guidance from management.
- Help CoPs access funding (internal/external).

c. To achieve my CoPs' purposes, ADB's approach (business processes) to CoPs is:



d. Please suggest ways to marry formality and informality in CoPs.

e. Please suggest ways in which ADB's Knowledge Management Center might assist your CoPs?

f. What other recommendations do you have to strengthen your CoPs' effectiveness?

26. What is the relationship between your CoPs and any of the regional knowledge hubs?

- None
- Occasional communication
- Regular communication
- The activities of my CoPs are well-integrated with a regional knowledge hub
- Unknown

27. What describes you best?

- I have a particular role or function in a CoP in ADB.
- My primary role is as a participant in activities and events organized by CoPs.

28. How long have you been involved in your CoPs?

- Less than 1 year
- 1 - 2 years
- 2 - 5 years
- Over 5 years

29. How often are you involved in face-to-face CoP activity?

- Daily
- Weekly
- Monthly
- Quarterly
- Yearly
- Never

30. How often are you involved in internet-based CoP activity?

- Daily
- Weekly
- Monthly
- Quarterly
- Yearly
- Never

31. How many years of experience do you have that relate to your CoPs?

- Less than 1 year
- 1 - 2 years
- 2 - 5 years
- 5 - 10 years
- Over 10 years

Please select 1 item you would like to receive :

- The final report on the survey of the CoPs hosted by ADB
- The *Compendium of Knowledge Solutions*
- The *Learning in Development* publication
- No, thanks. Don't send me anything.**

In order to receive the item, please enter your email address: .

2011 Survey of ADB's Communities of Practice (for non-CoP Members)

CoPs help ADB to ...

1. capture and store tacit and explicit knowledge so it can be easily accessed and applied.
 strongly agree agree neutral disagree strongly disagree
 2. build knowledge sharing and learning into work life.
 strongly agree agree neutral disagree strongly disagree
 3. strengthen collaboration across offices, departments, and units.
 strongly agree agree neutral disagree strongly disagree
 4. leverage knowledge management to improve performance.
 strongly agree agree neutral disagree strongly disagree
 5. become more adept at strategy development.
 strongly agree agree neutral disagree strongly disagree
-
-

6. The value of CoPs is that they ...
 - identify, create, store, share, and use knowledge.
 - reduce the learning curve for new employees.
 - enable professional development.
 - reduce duplication and prevent reinvention of the wheel.
 - permit faster problem solving and better response times.
 - showcase good practices.
 - spawn new ideas for products and services.
 - enable accelerated learning.
 - connect learning to action.
 - enhance organizational competencies.
-

7. Participation

a. What *strongly* limits your ability to participate in your CoPs?

- | | |
|--|--|
| <input type="checkbox"/> Time | <input type="checkbox"/> Lack of incentives |
| <input type="checkbox"/> Lack of management support | <input type="checkbox"/> Communication barriers/jargon |
| <input type="checkbox"/> Low awareness of activities | <input type="checkbox"/> Groups appear to be exclusive |

b. What would *strongly* motivate you to participate?

- | | |
|---|---|
| <input type="checkbox"/> Meeting work goals | <input type="checkbox"/> Learning and development |
| <input type="checkbox"/> Staying current in the sector or theme | <input type="checkbox"/> Expanding personal network |
| <input type="checkbox"/> Career development | <input type="checkbox"/> Support for daily activities |
| <input type="checkbox"/> Solutions to work challenges | |

c. What might be done to attract new participants?



8. Recommendations for Strengthening CoP effectiveness

a. How might my CoPs become better at identifying, creating, storing, sharing, and using knowledge?

- Involve external partners.
- Customize learning and development programs at headquarters and in the field.
- Offer professional development opportunities (outside headquarters).
- Organize conferences, meetings, and workshops.
- Link more to other CoPs (across sector and theme).
- Sponsor more brief seminars.
- Provide direct support to project and country teams.
- Use information communication technology more actively and innovatively.
- Systematically review work with peers before, during, and after.
- Develop mechanisms for sharing ideas with management.

b. How might ADB better support CoPs to identify, create, store, share, and use knowledge?

- Systematize management encouragement to participate more actively in CoP activities.
- Provide learning and development opportunities in running CoPs.
- Allow more time for those who take a leadership role to work with their CoPs.
- Provide effective information, communication, and technology tools.
- Assign time for knowledge sharing in members workplans.
- Provide incentives and rewards for significant work in a CoP.
- Increase guidance from management.
- Reduce guidance from management.
- Help CoPs access funding (internal/external).

c. To achieve my CoPs' purposes, ADB's approach (business processes) to CoPs is:



d. Please suggest ways to marry formality and informality in CoPs.

e. Please suggest ways ADB's Knowledge Management Center might assist your CoPs.

f. What other recommendations do you have to strengthen your CoPs effectiveness?

9. How many years of experience do you have that relate to your CoPs?

- Less than 1 year
- 1 - 2 years
- 2 - 5 years
- Over 5 years

Please select 1 item you would like to receive :

- The final report on the survey of the CoPs hosted by ADB
- The *Compendium of Knowledge Solutions*
- The *Learning in Development* publication
- No, thanks. Don't send me anything.**

In order to receive the item, please enter your email address: .

APPENDIX 2: FULL TEXT OF FREE-FORM RESPONSES TO *COP MEMBER SURVEY*
QUESTIONS 24.C, 25.D, 25.E, AND 25.F

Qn. 24.c What could be done to attract new participants?	
	No. of responses
Clarify benefits and provide incentives	18
<ul style="list-style-type: none"> ▪ Participation in CoP should be seen as a positive component in your PDP. ▪ Having CoP participation as a part of staff's work plans. ▪ Including CoP activities in LDP. ▪ Management should support by increasing incentives. ▪ Increase visibility of the CoP, in particular, benefits gained from joining it. ▪ Supervisor's understanding of CoP activities will help attract new members. ▪ Explicit management recognition and encouragement. ▪ Provide more staff performance rating incentives. ▪ Explicit item in annual work plan. ▪ Useful ideas and materials for strengthening their capacity are to be provided. ▪ Ensuring that contribution to CoP work and engaging in CoP activities have a place in the work plan and time allocation and the activities are rewarded through performance assessments. ▪ Better awareness about the benefits of joining the CoPs. ▪ Recognition. ▪ Ensure managers value CoP participation. ▪ CoP as part of work plan and learning and development. ▪ Advantage of being member of CoP should be projected through contact via e-mail/personal etc. ▪ Participation in CoP events should be recognized by the supervisors. ▪ CoP to be assessed in PDPs. 	
Introduce new ways of working to CoPs	8
<ul style="list-style-type: none"> ▪ Keep the CoP active with new and regular activities that will benefit members. ▪ Organizing speakers for sessions on current issues relevant to the specific sector and providing trainings that involves both basic and high level understandings. ▪ More learning and sharing opportunities. ▪ The environment CoP needs to more proactively engage members to identify areas of thematic interest. These topics should then be featured through more innovative and engaging means such as key note speakers, Small informal discussion groups on key issues, profiling best practice, more creative knowledge products and briefs, engagement with external networks. The culture within the environment CoP also needs to be made more user friendly and informal to encourage a stronger peer to peer network. Focus on cross-sectoral dimensions could also be encourages as a way to attract new members. ▪ Attract eminent outside speakers. Offer opportunities for authorship of professional publications. Partner with leading think tanks in the region and outside. ▪ Advance notice of program of events for the year and vacant slots for presentations, more varied program with particular emphasis on case studies and implementation. ▪ The Committee members should be transparent and open about various information and work as bridge between and amongst various members. ▪ Develop a list of subjects/topics for discussion and get staff to volunteer to make presentations and lead the discussions. 	

Marketing and general awareness raising	7
<ul style="list-style-type: none"> ▪ During orientation of new staff and during staff induction training -- an intro to CoPs should be provided with contacts. The head of COP should play a more dominant role initially in interacting with new staff /members. ▪ Presentation during induction program. ▪ More promotion. CoPs seem active at recruiting new members only at start-up. Maybe periodic promotion activities (collaterals, briefings, etc.), coupled with higher-profile activities and outputs, could drum up interest and convince non-members to join. ▪ Market, market, market - and don't let the CoPs be captured by ADB's organizational interests and bureaucracy. ▪ Regular public relations of our CoP, targeting new recruits through induction training. ▪ Establish its credibility and membership will gradually increase. ▪ A CoP open house attended by VPKM/operational VPs. 	
Broaden membership	7
<ul style="list-style-type: none"> ▪ Make the group appear less exclusive. ▪ Steep learning curve and overwhelming inclusivity. ▪ More inclusive to members with different knowledge backgrounds. ▪ Involvement of staff at the lower level during discussion. ▪ Find ways to involve senior national specialists and international specialists in the RMs. ▪ Sector Directors need to assign new staff whose skills could be shared to these CoPs or identify staff who could benefit by attending and listening to the discussions. ▪ As I'm in RM, I am pretty much detached from most CoP activities, even though I'm very much interested in participating. More should be done to tap into knowledge of staff in RMs. 	
Other	7
<ul style="list-style-type: none"> ▪ Our CoP already has a large membership, has an open door policy to membership, and periodically invites non-members to join. ▪ We don't need new members, just active ones but few have time. ▪ Easy way to find them! ▪ This particular CoP has too many members. ▪ Meet Departments regularly to induct new members, work allocation and recognition to new members. ▪ Improve the platform used to access the C-cube. ▪ Individual personal informal rapporting venues. 	
Strengthen the 'community' nature of the CoP	6
<ul style="list-style-type: none"> ▪ Create a more positive and encouraging environment for participation by COP members. ▪ Perhaps the question should be what might be done to motivate members to be more active and the answer is regularly invite them and seek support from their supervisors/directors. ▪ Informal lunches to share more day to day experiences. CoP meetings tend to follow an agenda - as they should - with little time for additional comments. ▪ Better interpersonal relationships with prospective members. We should make them feel welcome during events and activities. ▪ More frequent opportunities in physically meeting among members. ▪ Better networking and get-togethers. 	

Improve the relevance	6
<ul style="list-style-type: none"> ▪ Promote more cross-CoP events. ▪ Develop activities that would create interest to participate among existing and potential members. ▪ CoPs could come out with practical, user-centric knowledge products that employ platforms where users need not sit in one place to learn and/or interact. ▪ Demonstrating relevance – i.e., degree of cross sector collaboration that feeds into operations. ▪ Make activities more relevant to work and personal development. ▪ Recognition of (i) knowledge work and (ii) quality of such work in light of relevant international best practice. 	
Take a more strategic approach to CoPs	5
<ul style="list-style-type: none"> ▪ Make this less a management driven exercise and more a member-driven exercise, DO NOT allow CoPs to set action plans which should be a Bank exercise (e.g., Finance), clearly delineate what is a CoP action and what is a Bank own action. ▪ Meaningful results that make a difference, ensuring the opinions of the CoP are heard, respected, and used to effect change. ▪ Give the CoP responsibility for determining the number and type of new staff needed in their sector. ▪ Mandate participation (put it down as part of the work plan). There are other ways as well, such as financially, but that's less desirable. ▪ More intensive sharing of need-based knowledge and information, and establishing linkage CoPs work with specific country programming and processing team. 	
Improve internal CoP communications	4
<ul style="list-style-type: none"> ▪ Having the chairs of the CoPs directly contact relevant staff. ▪ Active ads on ADB Today, personal emails. ▪ All CoPs should have functional intranet sites which post activities, links, membership, etc. This currently is not the case. ▪ Request new ideas from them. 	
Strengthen leadership	4
<ul style="list-style-type: none"> ▪ Ensure chair of CoP is well versed in the topic, is well aware of work in other CoPs and where synergies can be drawn, meet more frequently, manage meetings more effectively, encourage knowledge sharing, organize meeting more effectively, invite people to speak on different topics. ▪ Make sure the CoPs run by competent people, those who are the real experts in the particular CoP fields. ▪ Chairs and Vice-Chairs should be real professionals in CoP areas. ADB's CoPs are in some cases managed by staff who don't have real knowledge. This effectively kills CoPs. ▪ Most staff are looking for competent Chair/Co-Chairs who can bring out the best in each member. 	

Qn 25d Please suggest ways to marry formality and informality in CoPs.	
	No. of responses
Develop new internal ways of working	18
<ul style="list-style-type: none"> ▪ Encourage development of work plans that have both these elements. ▪ ADB reporting and budgeting issues take up a lot of CoP meeting time. ▪ Industry best practices, business leaders, benchmarking need to be intertwined with project and sector development priorities, new topics / themes / strategy development to be identified. ▪ Organize retreats. ▪ Combine formal reviews with informal presentations. ▪ It might be useful to set up an informal study group focusing on particular topic under the CoPs. ▪ Reduce the 'recording' of minutes, summarizes, and reports etc, but conduct the meetings or events formally. ▪ Mixture of distinguished and of higher education with people from the so-called masses. ▪ For CoPs to be effective they need to encourage more of a bottom up user centered model rather than a structured management approach in setting knowledge directions. ▪ Have more short seminars on many topics. ▪ Discuss topics/issues passionately but logically, properly documenting such discussions to capture tacit knowledge produced and do these in an informal forum. ▪ Engage more with real practitioners of knowledge as well as knowledge generators rather than theorists. ▪ Organize several informal meetings to obtain feedback and finalize them in a formal meeting. ▪ CoPs should be kept more informal so that members feel as a viable platform for learning and development. ▪ CoP retreats. ▪ More facilitated discussions that engage members. Better ways to allow RM staff to join. More leadership development work for staff. ▪ More focuses on open challenges rather than proposed solutions. ▪ Provide more interactive fora between formality (i.e., committee members) and informality (i.e. specialists). 	
Develop CoP leadership	5
<ul style="list-style-type: none"> ▪ Rotate the chairpersonship of CoPs. For instance, maybe the appointed chairs can serve for X years, then the CoP body can elect their next chair and co-chair? That way, you still keep the structure (formal aspect) but let the CoP critical mass decide instead of the ADB management/hierarchy (informal aspect) . ▪ In the management of the CoPs, include people who possess relevant expertise in the respective CoP fields. ▪ Assign capable coordinator/leadership. ▪ CoP leadership should be expertise driven but not management driven. ▪ ADB should be responsible to assign really competent professionals to chair and vice-chair of CoP. 	
Other	4
<ul style="list-style-type: none"> ▪ Continuous dialogues in between players of different contexts (e.g., internal-external CoP members), avoiding jargon. ▪ Time and missions are big obstacles to participate in meetings and events. A data 	

<p>base with video and other materials should be developed to facilitate the dissemination of the knowledge. Web forums would also help to participate in events before and after the presentations bringing more interaction to the CoP.</p> <ul style="list-style-type: none"> ▪ Valuing participation within the work place is sufficient formality. ▪ CoPs should be mentioned in formal meetings (by Management, e.g., MRM) more often. 	
Clarify Committee / CoP purpose	3
<ul style="list-style-type: none"> ▪ Just make it either informal or formal. It should not be in between. The role between RSDD and CoP needs to be clearly differentiated. ▪ A CoP should focus on development of the individuals within the CoP - rather than being seen as an extension of the means to achieve ADB's goals - that should be a spin-off from better skilled and motivated staff. ▪ Resources, recognition and incentive mechanisms for CoPs should be formal. The way CoPs operate should be informal. 	
Strengthen results focus	3
<ul style="list-style-type: none"> ▪ Produce a schedule of regular meetings, both formal/thematic and informal. Invite external partners to brief CoPs on their work. ▪ ADB is good in regulations and processes. So as a result CoP's are regulated as a business. They should not be regulated like that, only results from CoP's should be reviewed. Now there is an operational plan, which is a business tool. It should focus fully on networking and knowledge sharing. ▪ Consultation of CoPs on changes to business processes. 	
Strengthen collaboration between CoPs	2
<ul style="list-style-type: none"> ▪ Create subgroups within CoPs which shares common work or TAs with a Mentoring program or exchange of ideas and experiences across departments. ▪ Increase number of activities for joint collaboration between and among CoPs, and guide CoPs on how to better organize themselves through learning programs or sessions. 	
Organize informal get-togethers	3
<ul style="list-style-type: none"> ▪ Working Lunch meetings. ▪ Organize happy hours. ▪ Increase in informal interaction amongst the staff of various regions. 	
Adequate resourcing	2
<ul style="list-style-type: none"> ▪ Provide funding to emerging networks for financing certain activities/events, which can contribute to nurturing these networks to become more fully fledged. ▪ More budget discretion, more top management participation. 	
Enable each CoP to decide its own balance	2
<ul style="list-style-type: none"> ▪ Let each CoP decide for itself how formal or informal it should be. ▪ OK, depends on case by case. 	
Strengthen management recognition and support	2
<ul style="list-style-type: none"> ▪ Management's recognition will provide a kind of formality while activities should keep some kind of informality or casualness. ▪ More integration between higher management and CoPs. 	

Provide incentives and rewards	2
<ul style="list-style-type: none"> ▪ CoP work must be taken seriously and be part of the work plan of members who want to play a significant role. Linkages to operations is critical as this must not be looked as a non-operational exercise. RSDD and the Management need to think out of the box to create these synergies. COP must allow members to meet their career targets, goals and aspirations. ▪ Include in PDP. 	
Make content relevant	2
<ul style="list-style-type: none"> ▪ Usually this can be done by organizing CoP fieldworks or CoP study tour, in which there will be field learning and opportunity to be in an neutral environment to encourage more participation and knowledge sharing based on what they are actually seeing from the field. Local staff should also be encouraged to participate actively. Perhaps the approach instead of just the usual presentation, it should be something more participatory. ▪ Encourage working groups on special issues of interest within CoPs, Actively discourage any policy formulation emerging from a CoP. 	
Widen participation	1
<ul style="list-style-type: none"> ▪ Shed the image of the CoP being an exclusive group and encourage better participation from all the departments. 	
Change corporate culture	1
<ul style="list-style-type: none"> ▪ Presently, a major constraint to knowledge sharing/management (including via CoPs) is that these usually imply individuals' needing to commit significant time to writing/polishing reports, giving formal presentations, etc. CoPs might put more emphasis on members' informal sharing of experiences, innovative models, etc. Additionally, in ADB's culture, drafting formal reports typically means many useful "negative lessons" are lost, as the pressure is to report only the good. CoPs could provide for (i) informal off-the-record sharing, and (ii) for exchanges that members are comfortable putting into a lasting record, providing admin. resources to record key points and to compile related resources, polishing rough inputs, etc. 	

Qn 25.e Please suggest three ways ADB's Knowledge Management Center could assist your CoPs.	
	No. of responses
Facilitate access to knowledge resources	9
<ul style="list-style-type: none"> ▪ COP must be able to address operational concerns of members. So questions and queries can be answered by good data support from ADB's Knowledge Management Center. ▪ Please benchmark: water prices across most of DMCs, urban development index across most of DMCs, as well as housing index, energy efficiency index, district heating index, solid waste management index, etc. ▪ ADB's Knowledge Management Center might assist in knowledge data base. ▪ Make the outputs of the Knowledge Management Center more oriented towards use in operations and other departments. ▪ Provide description of new materials in libraries or other resources relevant to CoP. ▪ Maintain a centralized database of knowledge. ▪ Format for reports to be simplified, which allows data to be extracted from normal operational databases. The only a short summary should be specially written for the CoP report. ▪ Acknowledge and take forward the knowledge generated within CoP. ▪ The Center could finance studies on best practices and disseminate among members. 	
Access to financial resources	8
<ul style="list-style-type: none"> ▪ Assist with budget. ▪ More equitable allocation of the CoP budget. The basis of which should be on the work program and historical performance of the sector/thematic CoP. ▪ Ensuring budget from BPMSD. ▪ ADB's Knowledge Management Center may give more financial support to the activities of CoPs. ▪ Budget, recruitment of specialists to committees. ▪ Associate budget for pilot activities. ▪ Financial resources to help organize events. ▪ More budget for CoPs, and shield CoPs from bureaucracy taking over (which is the expected response from any organization after an informal community activity becomes successful). 	
Others	6
<ul style="list-style-type: none"> ▪ Keep out unless asked to provide some specific input. ▪ ADB's Knowledge Management Center is already doing its job effectively. ▪ ADB's Knowledge Management Center is not that important for CoPs at this stage. The CoPs should first have the substance and critical mass before needing the technical service of the Center. ▪ Promoting CoPs, including benefits/services they provide. ▪ CoPs should be organized not only ADB HQ but also in DMCs. ▪ Create subgroups within CoPs which shares common work or TAs with a mentoring program or exchange of ideas and experiences across departments. 	
Build relationships with CoPs	4
<ul style="list-style-type: none"> ▪ Increase its service orientation. At present it does not have much involvement with our COP, so a first step would be for it to get informed about what we are doing and, having done that, then see how it can provide us with relevant knowledge management related support. ▪ Have greater and more frequent discussions to understand the need/priorities of CoPs. ▪ Through more intensive interaction. ▪ Participate more in the CoP activities/meetings. 	

Clarify the nature of knowledge management and the role of ADB's Knowledge Management Center	3
<ul style="list-style-type: none"> ▪ Help delineate lines between COPs in terms of work and coverage, Help delineate lines between ADB direct work and COP activities and responsibilities, e.g., training. ▪ Knowledge management is more than just an ADB Knowledge Management Center thing. ADB's Knowledge Management Center is doing enough. ▪ This unit has done enough. It's largely up to the CoPs. 	
Produce and disseminate knowledge	3
<ul style="list-style-type: none"> ▪ I am now aware of the work of the ADB's Knowledge Management Center. If it is the library, than we can access multimedia resources there. ▪ Publish summary of the seminar's main points for people who missed it. Also, Audio tape all seminars for the future. ▪ Current and cross sectoral information. 	
Additional administrative support	3
<ul style="list-style-type: none"> ▪ ADB's Knowledge Management Center may give more administrative support to the activities of COP (financial/administrative). ▪ Human resources to help organize events. ▪ Providing support for preparing knowledge products. 	
Provide ideas for facilitating CoPs	3
<ul style="list-style-type: none"> ▪ helping to introduce more dynamic and creative learning and information sharing approaches (compared to the current dominant model of presentations and discussion). ▪ Advise to make it broad based. ▪ Give direction and experience of other CoP. This CoP seems to be not knowing what CoPs are about to start with. 	
Access to tools and good practices	2
<ul style="list-style-type: none"> ▪ Assist with support for tools and training. ▪ Help to develop standardized CoP websites for all CoPs. 	
Improve ICT	2
<ul style="list-style-type: none"> ▪ The CoPs are very good at collecting and sharing knowledge through seminars/meetings/etc but are not very good at recording that knowledge so that it is accessible, searchable, etc. This is an area where CoPs need strengthening - better websites and databases of practices, reports, presentations, etc. ▪ The one aspect that may help is to seriously develop the IT system for CoPs. 	
Communicate regularly	2
<ul style="list-style-type: none"> ▪ More frequent information sharing through website and small and specific seminars for CoP members. ▪ Regular featuring CoP activities in balanced way in ADB Today, not based on their prominent speakers or event. 	
Strengthen external linkages	2
<ul style="list-style-type: none"> ▪ Encourage exchange with CoPs in other institutions (e.g. among donors or other MDBs). ▪ Find avenues by which ADB CoP knowledge work can network with outside platforms, of other agencies. 	

Facilitate exchange between CoPs	2
<ul style="list-style-type: none"> ▪ By providing good practices and facilitate cross learning from other CoPs. ▪ Coordination between and among CoPs, and liaison to relevant ADB departments. 	
Access to learning and development opportunities	1
<ul style="list-style-type: none"> ▪ Guidance in helping institutionalize MfDR in countries by establishing training hubs. 	
Clarify CoP roles, expectations, and standards	1
<ul style="list-style-type: none"> ▪ Establish ADB-wide publications norms, and assist with their preparation. 	

Qn. 25.f What other recommendations do you have to strengthen your CoP's effectiveness?	
	No. of responses
Internal CoP working	8
<ul style="list-style-type: none"> ▪ Be more discerning in membership - over 250 CoP members is almost meaningless - how can there be so many "experts" in poverty at ADB - it's just not credible, include external dialogue with DMCs and development partners. ▪ Short brown bags for several hot topics will strengthen CoP. ▪ More informal information sharing sessions. ▪ Communicate in local language (use of interpreter is a possibility). ▪ Maintain the focus on a demand driven basis for developing CoPs. ▪ Create subgroups within CoPs which shares common work or TAs with a Mentoring program or exchange of ideas and experiences across departments. ▪ Work on daily solutions and develop expertise, e.g., traffic safety within ADB premises, emergency management within ADB are two themes where CoP members can help improve. ▪ More diversification with peer reviewers. 	
Strategic use of CoPs	7
<ul style="list-style-type: none"> ▪ COPs are useful professional bodies. These should be fully involved in peer review support of the operational work. ▪ Development of a limited number of interest sub-groups, driven by sustainable need for business and project development, sector and countries-wide. ▪ ADB has a big problem with innovation because of its strong emphasis on regulations and processes. CoP's can be more effective if they assist in working with the regulation culture when further developing innovations. The challenge is that ADB likes things to be regularized, so we should look for results regulations that allow CoP's flexibility. ▪ Strong links between RSDD and Operations, including in the field. ▪ Provide support to operational departments. ▪ Country team and RM involvement improved and enhanced. ▪ Ensure that plan for the year are set out in advance. Sometimes things seem to come up a bit ad hoc. More transparency on what the budget is and what it is available for. 	
Leadership of CoPs	7
<ul style="list-style-type: none"> ▪ Make the team heading it less autocratic. ▪ Provide possibilities for individuals to take thematic leadership that can enrich the overall outputs from CoP, link them to external agencies and resource persons and give them opportunity and resources to go beyond to explore knowledge creation and sharing ▪ If co-chaired, ensure there's a clear division of labor. ▪ Strengthen technical knowledge. Transparent about why/how coordinator/leaders are selected. ▪ Designate one person in charge of the CoP (distinct from the current co-chairs). Both co-chairs are directors of divisions and they have very little time to devote to this. A full-time professional time (at a suitably senior level) should be designated to lead the COP work on a consistent basis. The two directors, and a few other senior ones, can then serve as an Advisory Board to the COP ▪ More specialists to be represented among the Committee members. ▪ CoP has not worked well simply because chairs and vice-chairs are not competent. They are just director somewhere. 	

More resources	7
<ul style="list-style-type: none"> ▪ Additional funding for secretariats to keep the COPs active. This makes it easier for staff to participate and learn. Otherwise, those most active are given additional burden to make the COPs works, which tends to benefit others. ▪ To function effectively, COPs need sufficient supporting resources - full-time staff, admin budget and TA resources. Such resources should vary between one COP and another, depending on membership, COP work plan, scale of sector operations, and other factors. ▪ Increase budgetary support to COP. ▪ Increase resources for CoPs and the secretariat team. ▪ More budget needed. More involvement of DGs and VPs in CoP events. ▪ CoPs need fulltime staff to manage its operation. This staff should be able to provide continuity in operation despite changes in CoP leadership. ▪ Need more substantial funds to carry out proper knowledge work and lead the members. 	
Widen membership	5
<ul style="list-style-type: none"> ▪ Better outreach to staff in RMs. ▪ A welcoming atmosphere for the local staff as well. ▪ CoPs' membership and events etc. should be open to all interested staff instead of amongst only the relevant specialists. ▪ To make a difference in the region, ADB needs to open up its CoPs to clients and partners so that we can learn how to work better together in co-creating development solutions. ▪ Improve participation from RMs. 	
Incentives to prioritize CoP work	5
<ul style="list-style-type: none"> ▪ A requirement for staff to have been a member of a CoP for at least x out of y years. ▪ Allow 20% of staff time for CoP work and increase recognition of staff working PDPs and LDPs. ▪ CoPs could be effective if ADB staff who are COP members could formally allocate part of their time to participating in CoP activities and delivering relevant knowledge products, and these should be reflected in the staff's work program/PDP. ▪ Incentivize CoP contribution to encourage people to participate. ▪ Allow greater time and recognition for staff taking active roles in knowledge generation and dissemination through CoPs. 	
Better use of ICT for collaboration	4
<ul style="list-style-type: none"> ▪ There are so many different websites/ tools/ etc, and it's not so easy to fully use all of them. One has to be a "superman" to be able to attend to everything. It would be good to consolidate some of them. ▪ Well-maintained (Regularly updated) intranet sites are essential for Bank staff to learn more about the work of CoPs and how to get involved. ▪ The current structure of CoPs does not seem ideal for the editing CoP, which comprises members of the OSEC editing unit and its consultant editors who access the CoP remotely. We used to communicate through Yahoo Groups, which worked fine until the ADB firewall started blocking our own e-mails. The process of having to log in and setting up your message so everyone gets notified is cumbersome compared to simply sending an e-mail to the group e-mail. To read someone's post, again you have to log in. We would be grateful for a solution similar to Yahoo Groups. The CoP is too cumbersome to be effective 	

<ul style="list-style-type: none"> ▪ .The members of each CoP should be updated more often on the website. 	
Management understanding, encouragement, and support	3
<ul style="list-style-type: none"> ▪ More involvement of DGs and VPs in CoP events. ▪ Two days in a month should be declared CoP-days, when staff can only participate in CoP-directed knowledge sharing events, all the usual meetings and communications should be suspended. This will amount to 24 days in a year, mission travel may make this 18 days, or about 7% invested in learning and sharing. ▪ More interaction between Management and CoP and agreed actions in the ground to have visible results. 	
External networking	3
<ul style="list-style-type: none"> ▪ Actively engage external members. ▪ Maybe expose the ADB CoP to counterpart CoPs in partner institutions--> can encourage information exchange on the running of CoPs, maybe even some friendly competition, or joint undertakings. ▪ COP should have plan to outreach. 	
Others	3
<ul style="list-style-type: none"> ▪ Limit the number of CoP events and meetings to be more efficient (bankwide). ▪ There is not CoP yet in PPPs and PSD. It needs to be created and institutionalized by integrating with PPP work in RDs and PSOD. ▪ Assist in building intranet web sites. 	
General awareness raising	1
<ul style="list-style-type: none"> ▪ Increase exposure by announcement activities and meetings in ADB Today, develop activities that would incite interest from potential new members. 	
Examples of good practice	1
<ul style="list-style-type: none"> ▪ Produce good practice tools based on real world examples. 	
Disseminate information	1
<ul style="list-style-type: none"> ▪ I am not in operations and hence attending the CoP provides an extra networking and learning opportunity for me but is not essential to my day to day work. 	

APPENDIX 3: FULL TEXT OF FREE FORM RESPONSES TO *NON-COP MEMBER*
QUESTIONS 7.C, 8.D, 8.E, AND 8.F

Qn. 7.c What could be done to attract new participants?	
	No. of responses
Marketing and general awareness raising	9
<ul style="list-style-type: none"> ▪ Personalized invitations to department/division heads. ▪ Intensify awareness campaigns on CoP activities. ▪ More awareness and networking. ▪ More briefing sessions on CoPs. ▪ Inform them the functions of COPs, advise them which CoP they should participate, and advise them how they can participate. ▪ Better publicity about activities. As a new entrant to HQ, I do not know very well how the CoP works, and hence I am not a member in any. ▪ Publicize the activities and benefits of joining COPs. As well as being clear on the accompanying responsibilities. ▪ Advertise what CoPs have done so far. ▪ Announcements or news in ADB Today. 	
Clarify benefits and provide incentives	8
<ul style="list-style-type: none"> ▪ Encouragement and support of management for staff to participate. ▪ Strong management support. ▪ Should have management support. ▪ Strengthen information campaign of CoP benefits among local staff. ▪ Learning and development, and career progression. ▪ By defining clearly the role, objective and benefits in participating in a CoPs, one would know if he/she should participate in it or not. It can be done through advertisements in the ADB Today, memos and e-mails and signage like tarpaulin to be placed in the lobbies. ▪ One way is to make it mandatory to join an appropriate CoP. ▪ Identify participants who could benefit from participation and invite them during CoP activities. 	
Improve CoP communications	2
<ul style="list-style-type: none"> ▪ It is difficult for RMs to participate. For the first I was able to get a brown bag videoed and sent to us. This is new and very valuable. All those events should be videoed and linked to BPHR site for easy access. ▪ Integrate the various C-Cubes and other independent CoPs with the main Communities of Practice website. Inform these groups that they can showcase/highlight their "wares" including their C-Cubes or other "independent" online resources in the main CoP site. 	
Broaden membership criteria	2
<ul style="list-style-type: none"> ▪ Wider circulation of invitation. ▪ Good mix of NS and IS. 	
Take a more strategic approach to CoPs	2
<ul style="list-style-type: none"> ▪ introduce objectives and end-result of these objectives. ▪ Think CoPs have yet to develop a more effective role in promoting discussion and learning. For example, the FS CoP hardly had any interaction with staff on the way forward for financial sector work in ADB, and on the challenges FS professionals will face. A serious "discussion" process on broad FSD themes along the year requires at least a number of structured roundtables on relevant topics, a process that can produce joint-learning, promote interaction and create larger support for the CoPs goals. 	

Improve the relevance	1
▪ Raise relevance of the CoP activities to the actual projects.	
Strengthen the 'community' nature of the CoP	1
▪ Encourage staff.	
Others	1
▪ Being outposted to an RM also limits participation.	

Qn. 8.d Please suggest ways to marry formality and informality in CoPs.	
	No. of responses
Develop new internal ways of working	2
<ul style="list-style-type: none"> ▪ Hold overnight planning sessions outside ADB HQ. ▪ Innovative ways of reaching out to participants. 	
Provide incentives and rewards	2
<ul style="list-style-type: none"> ▪ Acknowledge staff opinion for knowledge sharing. ▪ Identify focal points within sectors and engage them with incentives for longer terms. 	
Strengthen management recognition and support	1
<ul style="list-style-type: none"> ▪ Increase guidance from management by encouraging management to be actively involved in CoPs in increasing support through budget at the same time, reducing management's guidance and control as it will only delay the whole process. 	
Other	1
<ul style="list-style-type: none"> ▪ ADB's structure could adopt a matrix organizational structure where all sector departments under the regional departments also report to a head of their sector. This could generate more interaction cross departments, enhance career development, gain a deeper understanding on issues and challenges faced in each country on a specific sector. Eventually ADB could adopt an organizational structure in which the regional departments only deal with project management, country strategies and the relationship with the governments and sector specific expertise is hired from sector specific departments (to be created). 	

Qn. 8.e Please suggest ways ADB's Knowledge Management Center might assist your CoPs.	
	No. of responses
Produce and disseminate knowledge	4
<ul style="list-style-type: none"> ▪ ADB's Knowledge Management Center can greatly assist CoPs by spawning knowledge, ideas for new product and services, identifying, creating, storing, sharing, and using knowledge. ▪ Develop materials to intensify advocacy/awareness/ information dissemination campaigns. ▪ Highlight or "advertise" the various C-Cubes and other "independent" online resources in the Communities of Practice website. ▪ Easy information accessibility. 	
Clarify the nature of knowledge management and the role of ADB's Knowledge Management Center	1
<ul style="list-style-type: none"> ▪ I don't quite know what ADB's Knowledge Management Center does! This is the first time I have heard such a center exists. 	
Facilitate access to knowledge resources	1
<ul style="list-style-type: none"> ▪ Sponsor more seminars. 	

Qn. 8.f What other recommendations do you have to strengthen your CoPs' effectiveness?	
	No. of responses
Internal CoP working	2
<ul style="list-style-type: none"> ▪ Involve/invite in-house consultants (experts) in discussion/knowledge sharing activities. ▪ Relate impacts of CoP undertakings to people's daily activities, if possible, down to the grassroots level. 	
Strategic use of CoPs	1
<ul style="list-style-type: none"> ▪ By application of the acquired knowledge on strategies acquired in the CoPs to the actual problems encountered we would be able to gauge the effectiveness of the CoPs. 	
Leadership of CoPs	1
<ul style="list-style-type: none"> ▪ Rotate Chair not more than every 2 years. 	
Management understanding, encouragement, and support	1
<ul style="list-style-type: none"> ▪ Increase guidance from management. 	
External networking	1
<ul style="list-style-type: none"> ▪ More efforts towards awareness and participation of key stakeholders, such as beneficiaries. 	
Others	1
<ul style="list-style-type: none"> ▪ Formalize the relationship between ADB's Knowledge Management Center and the other CoP-like initiatives in other departments. 	