Safeguards Knowledge Management Action Plan

13 November 2025

Presentation Overview and Objective

- Office of Safeguards
- Development of the Safeguards KM Action Plan
- Desired outcomes and progress to date
- Partnerships

Objective:
Share our experience with organizations that may be able to apply similar approaches and give feedback

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What does the ADB Office of Safeguards Do?

Policy Compliance Oversight

- Safeguard policy
- Technical advice and policy interpretation

Operations Support

- Project preparation and safeguards due diligence
- Safeguards business process
- Complaints management

Knowledge and Capacity

- Guidance, good practice notes, and tools
- Staff and client capacity building
- Knowledge transfer to new staff and from those leaving

- Business process management, monitoring, and reporting

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Why Knowledge Management?

To do better safeguards and align with the ADB Knowledge Management Action Plan

Plus, creation of the Office of Safeguards (OSFG) and recruitment of many new staff created a need for:

systematic knowledge sharing, reflection, and learning processes

improved onboarding and transition support, including team building to create the new office

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How was the KMAP Developed?

Needs Analysis

AUG–NOV 2022

Survey sent to 150 people was filled in by **80 people (53%)** identified these needs:

1. Improve the translation of lessons into concrete improvements
2. Strengthen handover/takeover processes, staff transitions, and support for new hires
3. Improve consistency in how documents and records are kept
4. Strengthen consistency and credibility of safeguards decisions in projects
5. Capacity building to deliver the skills, competencies, and behaviors needed for safeguards work

KMAP Drafted

AUG 2022–DEC 2023

Knowledge Mapping Exercise

JAN–APR 2024

15 workshops with **28 OSFG staff** identified:

- Critical knowledge
- Where that knowledge resides
- How knowledge flows between people
- Gaps in knowledge

ADB with appropriate permission.

Safeguards KM Vision:

"Continuously improving our practices to deliver better safeguards"

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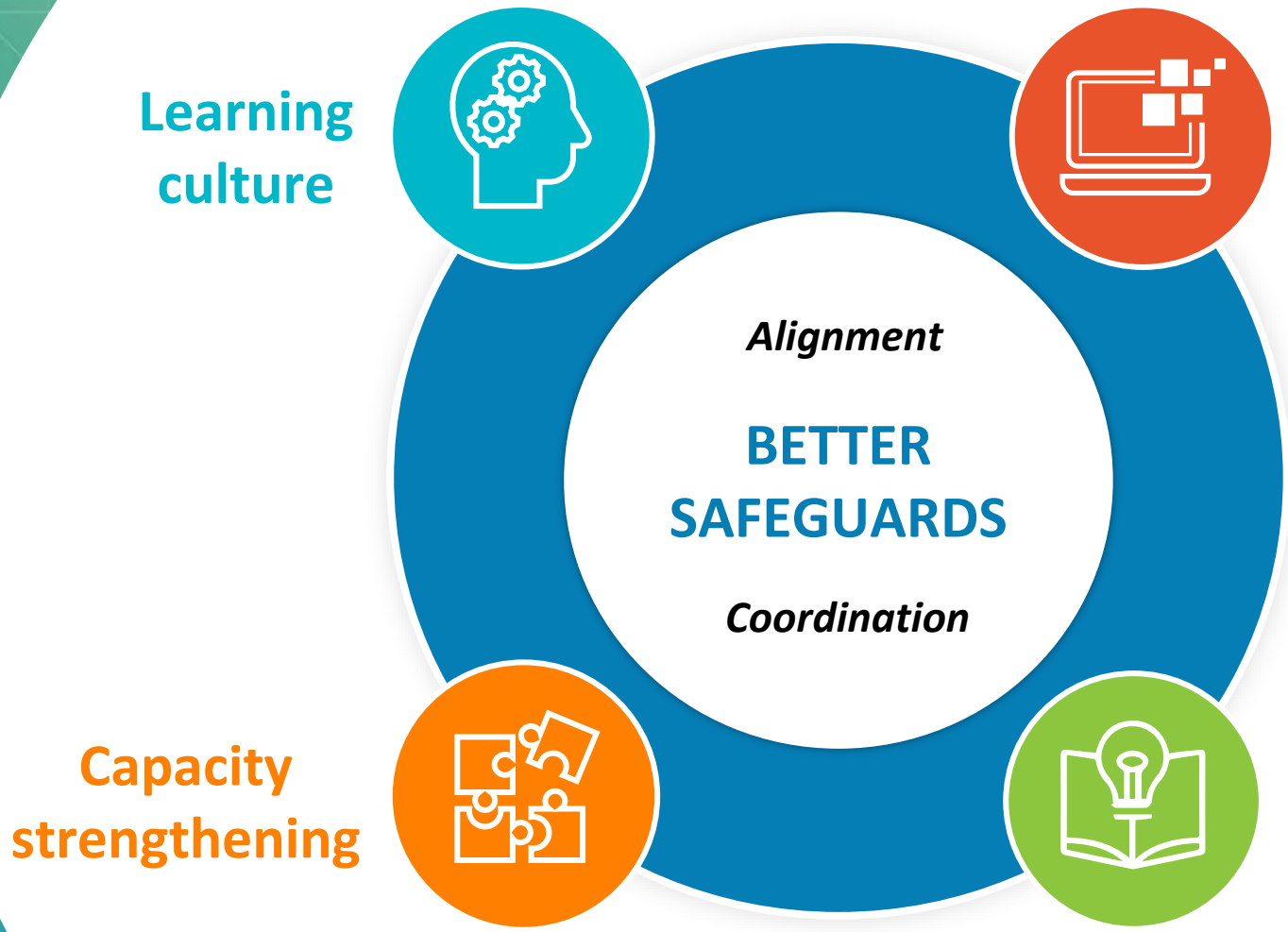
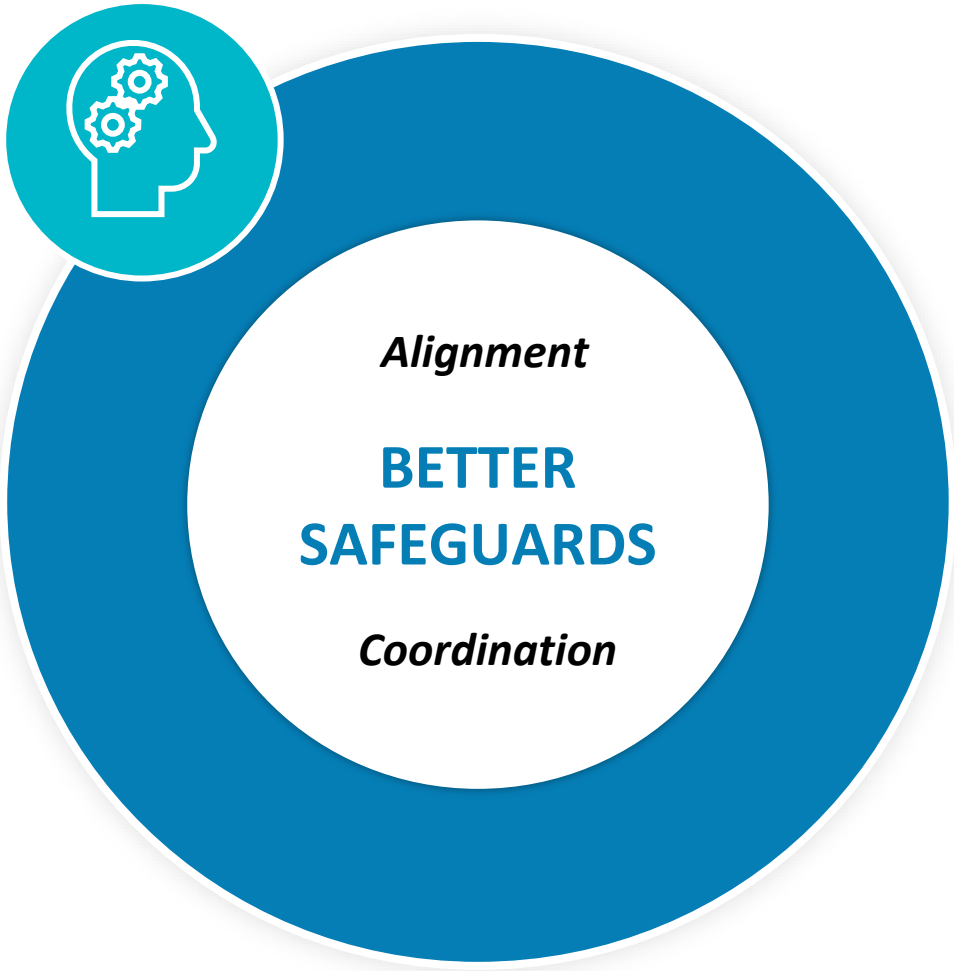
KMAP Desired Outcomes



KMAP Desired Outcomes



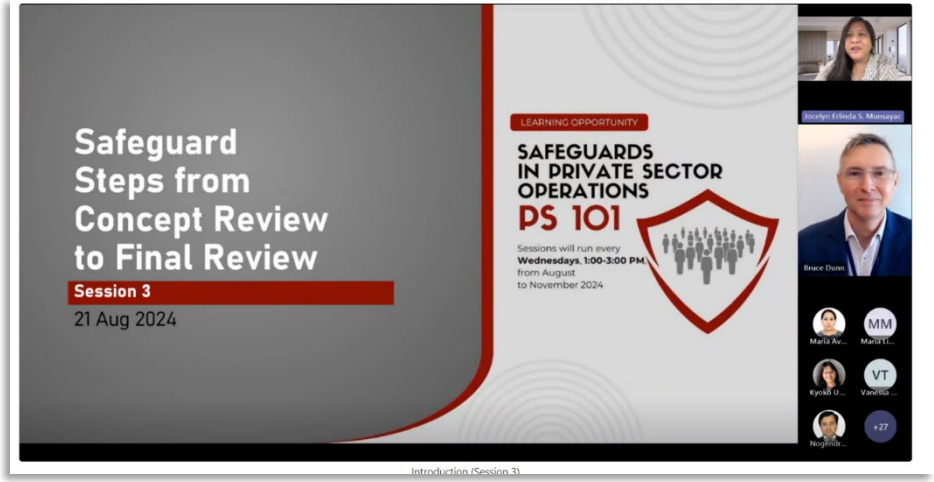
Learning Culture

OUTCOME

Learning culture established to enable continuous improvement and adaptation to change and staff up to date on good international practices

PROGRESS

- Conducted **staff training courses**
- Facilitated **external learning opportunities and sharing** through presentations at international conferences.
- Have **documented lessons** and **recommendations** for hydropower projects



Training program on private sector operations

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PROGRESS

OSFG staff share experiences and lessons through hybrid learning sessions and publications

PLANS

- Develop a more formal **annual learning agenda** based on identified needs
- Review KMAP implementation and explore creating indicators to measure impact

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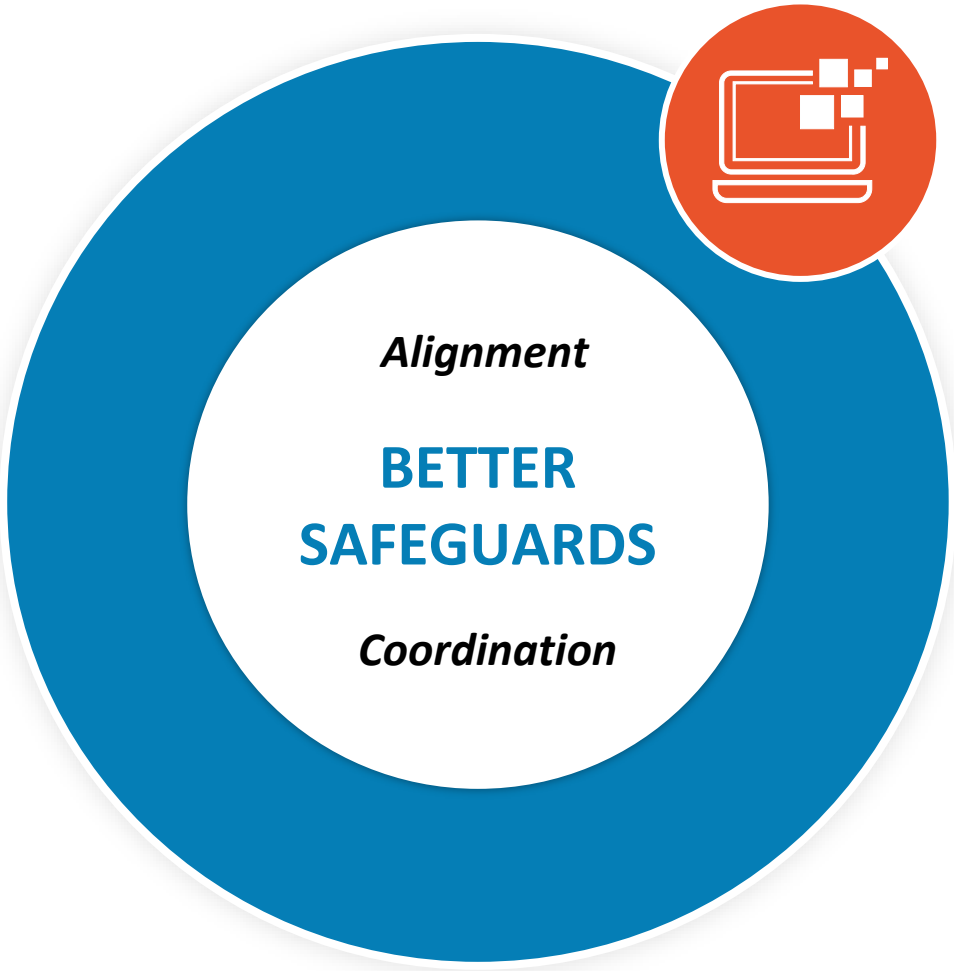
KMAP Desired Outcomes



Information governance

ADB

Information Governance

OUTCOME

Information governance system allows staff to find information they need, including information on past activities and decisions

PROGRESS

- **Safeguards community site** contains a wealth of information that is easy to navigate, new information is highlighted in the OSFG hubsite and OSFG Weekly email
- **Safeguards Agent** utilizes AI trained on 35,000 safeguard documents
- **Developing a digital tools work plan**
- **SharePoint folder structure and protocols** developed
- Drafted guidelines and procedures for developing OSFG knowledge products and services
- Established a **KM Working Group** but it is underutilized
- Published three issues of the **OSFG newsletter**.

PLANS

- Transition to **new SharePoint platform**
- Do **user testing** on the new platform and implement **improvements**
- **Complete and share** KM guidance
- **Implement digital tools work plan**
- **Utilize the KM Working Group** to guide and expand OSFG's KM work

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KMAP Desired Outcomes

Knowledge continuity

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Knowledge Continuity

OUTCOME

Knowledge continuity ensures that new staff are brought up to speed effectively, and that we reduce the risk of knowledge loss when key people leave.

PROGRESS

- Developed an **OSFG onboarding program** that includes written guidance, a meet and greet with the head of OSFG and presentation on OSFG
- All new staff attend **safeguard training,** includes sharing from experienced staff
- **Mapped dependency** on critical knowledge and expertise, identified risks and gaps.

PLANS

Continue to interview staff before they leave ADB for them to share lessons learned and guidance.

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KMAP Desired Outcomes

Capacity Strengthening

OUTCOME

Capacity development needs in OSFG are regularly tracked, and training and knowledge sharing events are geared towards meeting current gaps and emerging needs

PROGRESS

- **Mapped competencies and skills** against key safeguard activities, and identified gaps and needs
- **Communications and outreach program:** developed the hubsite, community site, OSFG Weekly and OSFG newsletter.
- **New policy rollout** – implementing a change management program for ADB staff and clients

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Rollout of the Environmental and Social Framework

- Change management
  - campaign on the value of safeguards: identified motivations and negative attitudes, created two videos, conducting meetings will all operations teams
  - campaign on new policy: focus on face-to-face communications using ADKAR methodology (awareness, desire, knowledge, ability, reinforcement)
- In-person training for staff and DMCs
- Thematic training and clinics
- eLearn courses

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Partnerships

- Multilateral Financing Institutions Working Group on Environmental and Social Standards: chair group that shares training materials and knowledge products (includes AfDB)
- Environmental and Social Safeguards Community of Practice to conduct joint training sessions (with other MFIs and related organizations)
- ADB chairs the KM community of practice for IFIs (includes AfDB)
- Consultations and discussions with civil society organizations

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Partnerships

Association of Labor Unions

MOU with Building and Wood Workers' International – joint training and project visits

International Valuation Standards Council

ADB is a member – joint training

International Labour Organization (ILO)

Joint training and assessment in Pakistan

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