



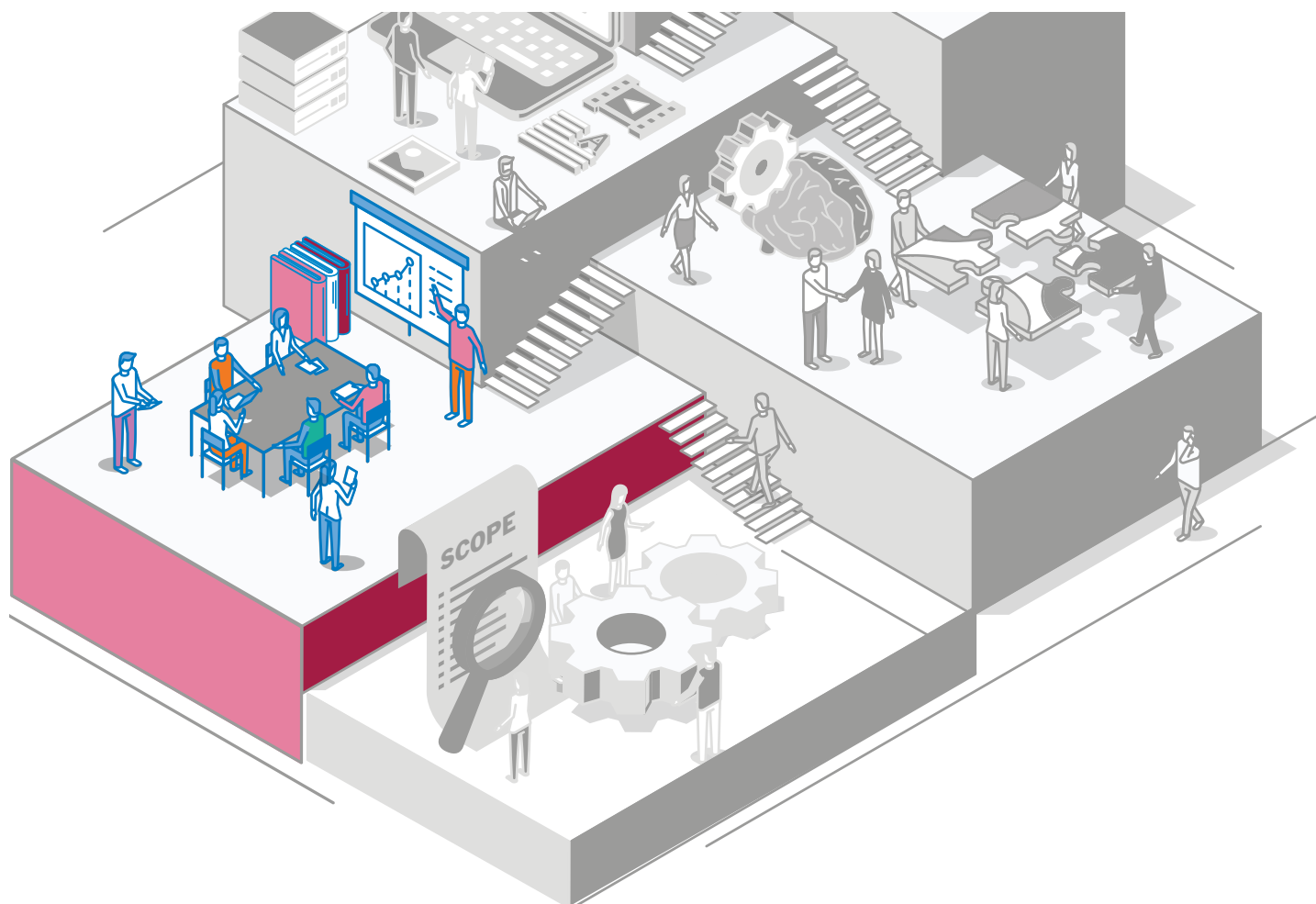
European Bank
for Reconstruction and Development

SPECIAL STUDY: TECHNICAL PAPER 2

LEARNING AND KNOWLEDGE MANAGEMENT AT THE EBRD: THE EBRD'S POLICIES AND INITIATIVES

OCTOBER 2021

EBRD Evaluation Department | Corporate | EvD ID: SS20-161



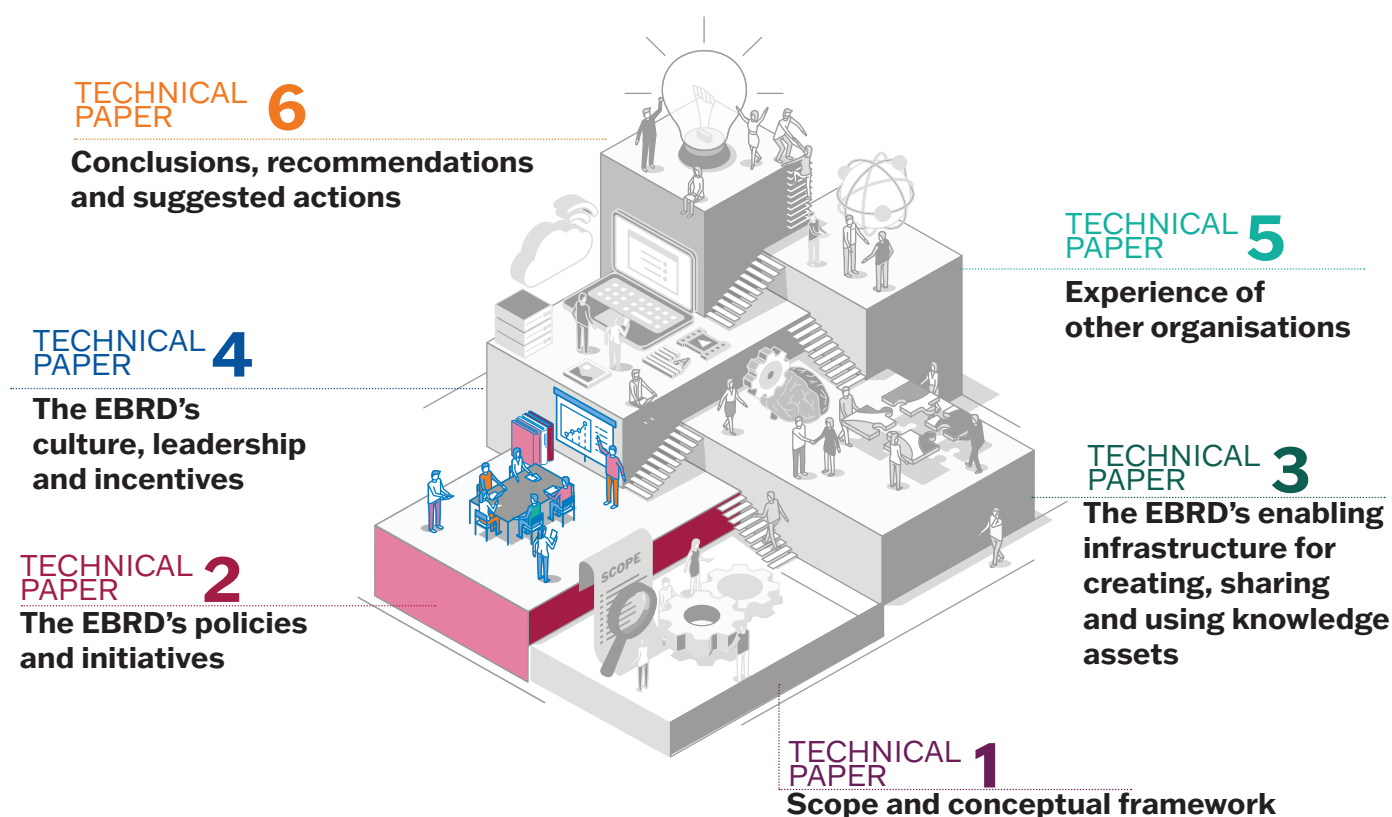
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EvD's Special Studies review and evaluate Bank activities at a thematic or sector level. They seek to provide an objective assessment of performance, often over time and across multiple operations, and to extract insights from experience that can contribute to improved operational outcomes and institutional performance.

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This is Technical paper 2, forming part of the suite of papers and annexes which together comprise the EvD Special Study on Learning and Knowledge Management at the EBRD. The structure of the full study is shown below:



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KEY FINDINGS OF TECHNICAL PAPER 2

- The EBRD does not have a stand-alone institution-wide strategy, policy, or framework on LKM. Nor does it have a dedicated core funded KM function.
- However, the Bank has a rich ecosystem of LKM processes, activities and repositories of knowledge products related to the Bank's investments, TC and policy dialogue operations. They are largely decentralised, rarely inter-connected, which limited visibility and use, which restricts their institutional impact and potential synergetic effects. These are: (i) departmental initiatives with operational objectives (ii) departmental initiatives with specific LKM objectives; (iii) inter-departmental initiatives; (iv) Bank-wide initiatives.
- The importance of LKM is acknowledged in the current SCF and mentioned in SIP, but these commitments have not yet been funded. There is no LKM related measure in the corporate scorecard. When included in individual performance matrices, LKM objectives are not evaluated on a par with the delivery of the core business tasks.
- Many intra-departmental initiatives are not captured in a generally accessible form; knowledge products/assets are not tagged according to a universal taxonomy limiting the ability of would-be users to locate them.
- There is a consensus among majority of staff interviewed that all non-confidential knowledge products/assets, which do not contain client proprietary information and are generated inside the teams and departments, should be made universally accessible to specialist staff. Donor funded products should be openly available by default.
- The KM Initiative launched in 2016 has not transitioned from its pilot to the main stage of implementation, mostly due to the very limited resources allocated to it. Its relaunch in 2020 was triggered by the Kirk Report, however, in the current form its vision and purpose are not well aligned with the EBRD business model. There is a mismatch in demand and supply of LKM initiatives and products.

1. Policies and priorities

The EBRD does not have a stand-alone institution-wide LKM strategy, policy, or framework.

Although a first Knowledge Management Strategy and Implementation Framework was developed in 2017, it was never approved or enacted except for the specific components related to internal tacit knowledge exchange through Communities of Practice (CoP) and the EBRD Policy Academy ("Policy Academy") (see Technical Paper ("TP") 1 and associated Annex 1 for an historical overview of the EBRD's knowledge management initiatives).¹ Nor does the Bank identify its knowledge assets as a competitive strength or differentiator, unlike some public and private sector organisations discussed in TP5.

Several internal policies have distinctive elements dedicated to organisational LKM. Among them are:

- **Evaluation Policy (2013)** of the EBRD – stipulates that the evaluation function serves its core purpose through two dimensions: as a contributor to institutional accountability; and as a provider of operationally relevant insights that contribute to organisational learning."² (see Box 1. for some details).
- **Project Accountability Policy (2019)** - grants an Independent Project Accountability Mechanism (IPAM) the function to identify institutional learnings that distinguish common challenges, provide constructive recommendations, and promote a culture of continuous learning at the EBRD.

1. Internal document "KM Strategy and Implementation Framework", January 2017, Contract 344419/1679/8457

2. [BDS12-324 : EBRD Evaluation Policy, January 2013](#)

- **People Plan (2018)** - focuses on developing individual capabilities and nurturing talents for the benefit of achieving the Bank's mission and mandate. The Plan was developed by HROD department. Among its priorities are striving for high performance and establishing a learning culture.³ Similarly, the EBRD's Leadership Behaviour Competencies has some elements that contribute to creating a learning and innovative entity. These are described in TP4.

Box 1: Contribution of evaluation into organisational learning

The EBRD's *Evaluation Policy* approved in 2013 states that "Evaluation plays a critical role ... by contributing in two equally important and mutually-reinforcing ways: by reinforcing institutional accountability for the achievement of results; and, by providing objective analysis and relevant findings to inform operational choices and to improve performance over time". It also states that: "lessons and findings from evaluation will be demonstrably taken into account by Management in the design and approval process for new operations, programmes, policies, strategies and processes. Management develops and refines processes and instruments to take account of lessons, in consultation with EvD, and reflects these in the Operations Manual, other guidance documents and Learning and Development".⁴

The 2019 *Independent Evaluation of Evaluation Function at EBRD (Kirk report)* concluded that there is insufficient integration of evaluation findings and recommendations in new projects, strategies and processes. The previous practice of including lessons in the Board documents for investment projects was discontinued in 2013 when the Board template for new projects was simplified. Simultaneously, EvD stopped 'signing off' on lessons as it saw this as a conflict of interest. Engagement between EvD and operational teams from concept to final approval and the regular briefings provided to OpsCom also ended in part because of EvD independence in 2005 and later at the initiative of the Chief Evaluator in 2012. Also, there is no compulsory requirement for evaluation of the previous strategic period when preparing a new sector strategy. EvD does perform this type of evaluation on a regular basis, but it is usually driven by its own Work Programme and does not have universal coverage. EvD also is yet to commence systematic evaluation of country strategies, which have become the single most important accountability instrument for the Bank's operations.

The *Kirk report* has triggered a number of Bank-wide change initiatives, some of which are in the LKM area and presented below.

While not having a clearly articulated LKM strategy or framework, the Bank has an array of policies, practices and approaches that address or affect – intentionally or otherwise – specific issues relevant to LKM. These are present in the fields of human resource management, organisational development, IT and information security, communications, data management and archive management, business information services, risk management and KM related to operations, among others. Current initiatives that directly affect LKM include the IT Multi-Year Investment Plan, Project Monarch, reform of project self-evaluation, review of the Bank's Structures and Enhanced Approach to Policy Reform Dialogue, enhancing Customer Relationship Management (CRM) and others. Some of them are analysed in greater detail in this and subsequent TPs.

LKM, while considered crucial by many organisations for productive business processes delivering strong results, is not included among the Bank's business objectives. The EBRD's corporate objectives are stipulated in its strategic capital framework (SCF) for a five-year period (currently SCF 2021-2025), and strategic implementation plans (SIPs) that include the corporate scorecard. Although mentioned in the SCF (see Introduction – TP1) and SIP (below), LKM is not reflected in the Bank's scorecard – there is no target to demonstrate the success achieved by the KM initiative. The EBRD's annual corporate scorecard includes a limited number of key performance indicators (KPIs) in the transition, operational, financial, and institutional domains. The scorecard for 2021, as previously, does not include performance targets for the effective use of knowledge assets for organisational innovation and growth. Content analysis of the most recently available departmental scorecards delivered five positive results, where departments included LKM related objectives: these are for the Economics, Policy and Governance (EPG), Office of the General Counsel (OGC), Office of the Chief Economist (OCE), Donor Co-Financing (DCF) and EvD. There are some notable absences here, including Banking, Risk and Compliance, Finance and Internal Audit. When included

3. [BDS20-213r2 : SIP 2021-2023](#)

4. [BDS12-324 : EBRD Evaluation Policy, January 2013](#)

in departmental scorecards, LKM is identified as an institutional objective or a collaborative transition objective, and in one case (EPG) as a core departmental objective. The descriptions of departmental roles also sometimes include reference to knowledge and learning (see Annex 3 for more details).

Given that a strategic framework sensibly only has a limited number of the most important priorities and metrics, enhancing the role of LKM does not necessarily involve the introduction of another objective and tracking indicator. However, if knowledge assets and innovations are to be regarded as one of the EBRD's key competitive factors (currently not the situation), then LKM should be reflected in the corporate and departmental scorecards.

Apart from the SCF, reference to establishing a learning and evaluation culture is made in the current SIP 2021-2023. It includes several relevant objectives for 2021 that should move the Bank towards a greater LKM focus. Among those are:

- (i) establishing the Bank as a learning organisation as key to attracting and retaining key talent, and
- (ii) developing KM schemes in conjunction with the Kirk Report Working Groups to transfer knowledge across the organisation.⁵

The second point specifically refers to a range of Kirk report follow-up actions summarised in the EvD/Management Joint Action Plan for the Kirk Report. Two specific commitments were made for strengthening the EBRD's LKM system:

- 1. embed self-evaluation, results management and continuous learning into the Bank culture; and
- 2. enhance knowledge management and learning.

A Senior Management Steering Group was created which, in turn, created two working groups (WGs): (i) on self-evaluation and results management (SERM); and (ii) on Knowledge Management and Learning. However, "learning" has been dropped from the name of the second group and, as the analysis below illustrates, largely from its

work (therefore it is referred to as KM WG). SIP 2021-23 does not include allocation of any incremental resources for LKM, which in terms of central activity (rather than at the departmental level) remains largely donor financed by the Governments of Korea and Taipei China (see table 1)

Table 1: TC funding of KM team

Donor	Staff Costs	Project costs	All costs
Taipei China (2020-2022)		€230,000	€230,000
Republic of Korea (2017-2021)	€1,150,000	€1,026,000	€2,176,000
TOTAL			€2,406,000

Source: EPG

None of the staff interviewed for this evaluation supported the idea that adding another strategy or scorecard element would fill the existing gap in learning from the Bank's knowledge and experience. Their concern is that increasing the number of priorities would dilute the effort to achieve meaningful results in the areas that really matter for delivering the Bank's mandate. In the interviews, the most frequently proposed alternatives were a gradual approach and a focus on transforming the organisational culture into a more open, learning and innovative one. A clear and simple Bank-wide LKM framework encompassing all essential components, which is well communicated, universally understood and closely integrated into core Bank strategies, policies and processes have also been highlighted on a number of occasions. This framework must be adequately resourced from the core Bank strategies.

Interestingly, EvD has drafted a *Review of Strategy Implementation Plans 2016-2021 (forthcoming)* which among a number of findings concluded the SIPs under review were relatively short on lessons relating to any of the priorities that could provide feedback and improve implementation in the following year. Identifying lessons and important knowledge stemming from successful and less successful projects, for example, is clearly an area for improvement in future SIPs...the learning uptake of the SIPs is limited; the SIPs under review do not provide any specific information or qualitative narrative about what has been achieved and what has not; they do not provide any rationale or explanations of the reasons and drivers of either success or failure. This is just one example of numerous cases where the EBRD does not capitalise on learning opportunities.

5. [BDS20-213r2 : SIP 2021-2023, p.34](#)

2. Overview of the Bank's LKM ecosystem

The EBRD is only one of a few IFIs that does not have a dedicated knowledge management function financed from core resources.⁶ The KM team created in 2016 is largely funded by donors – Republic of Korea and Taipei China. It has four staff members (two full-time consultants, one full-time staff on a fixed-term contract and one secondee from a Korean institution) and one part-time team leader who is also leading KM WG activities (and has a full-time job as Deputy Director of Country Economics and Policy at EPG). Most of the central KM activities are funded by the above-mentioned donors (see Table 1 above). **In this respect, there is a risk that the team's activities might not necessarily be prioritised on the basis of the Bank's needs, but the donors' own priorities.** Also donors may potentially cease funding LKM activities if they conclude that the Bank is not willing to support this function from its own resources. Another weakness of this approach is that **there is no balanced combination of external subject-matter expertise with an equal measure of knowledge and experience about how different business processes and groups function in the Bank.** While, as shown below, there are many examples of LKM activities at the department level these are generally not reflected in the budget, making it difficult to quantify resource allocation.

Although not visible at a strategic level, there is a rich ecosystem of LKM processes, activities and repositories of knowledge products related to the Bank's investments, technical cooperation (TC) and policy dialogue. It is indeed an illustration of the popular concept of a “thousand flowers blooming” (as is the case in many other IFIs). This Technical paper describes and assesses some of the initiatives currently ongoing. The evaluation team identified four types of initiatives, which are further discussed below:

1. **Departmental initiatives with operational objectives:** often motivated by a perceived need to proactively and/or more efficiently deal with repetitive enquires, misunderstandings and/or commonly occurring mistakes. This type of initiative does not necessarily involve codification and systematisation, which can make it the most challenging to identify without insider knowledge.
2. **Departmental initiatives with specific LKM objectives:** initiatives with defined LKM objectives and often, dedicated resources.
3. **Inter-departmental initiatives:** cover cross-cutting themes of Bank activities where expertise is scattered across various departments and locations (such as, climate action; gender and inclusion; self-evaluation and results management).
4. **Bank-wide initiatives:** they are universally accessible and open for all departments to participate. Often they encourage horizontal engagement across functions, sectors and geographies (e.g. KM WG, Communities of Practice (CoP), Policy Academy, among others).

2.1. Departmental initiatives with operational objectives

Most of the EBRD's LKM activities are intradepartmental. They are focused on learning from specific operations and functions of the department with the objective of addressing repetitive problems resulting from a lack of knowledge or understanding by staff inside or outside the department, and the need to refine future generations of the products and/or to make processes more efficient. This dominance reflects persisting existing silos inside the EBRD along geographies, sectors and functions.

These activities are not necessarily formalised and are not captured in a generally accessible form. To locate them it is important to know the key people involved. This level of KM initiatives is generally integrated in the departmental workflow and project cycle, however not defined as a stand-alone process adding value. Products associated with these initiatives are often stored on departmental or personal drives that significantly limits their accessibility. Although the gradual move to new technology platforms is enhancing accessibility (such as by Project Monarch), numerous feasibility studies, country datasets,

6. IFIs have institutionalised knowledge management in various ways and varied depths: On rare occasions, knowledge management has its own dedicated vice presidency whereas in others knowledge management functions is not centralised and roles and responsibilities are spread across units horizontally:

- World Bank - The Knowledge Management Global Theme under the Development Economics Vice Presidency
- ADB - The Vice Presidency for Knowledge Management and Sustainable Development
- IDB - The Knowledge and Learning Sector under the Vice Presidency for Sectors and Knowledge
- AfDB - Vice President for Economic Governance and Knowledge Management
- IsDB - Economic Research and Institutional Learning under the Vice Presidency of Country Programs
- IFC - Global Knowledge and Learning Office under the Vice Presidency of Operations
- GCF - Unit of Knowledge and Change Management under the office of the Executive Director (No 1 at GCF)

monitoring and evaluation reports are inaccessible; the production of these is often funded by donors and so should be accessible by default.

Examples:

- Office of the Chief Compliance Officer (OCCO) platform in Monarch: technological solution to input, store and share client integrity data in a single digital format, which is open for data mining and further utilisation (unlike a MS Word format report).
- Environmental and Social department (ESD) database of training materials bringing together all themes/documents in a spreadsheet with references to specific files/sources where details are provided.
- Banking Portfolio Groups Lessons Learned annual product: Impaired Asset Analysis (although this in joint product with Corporate Recovery, so not technically intra-team, but extremely limited circulation and accessibility).
- Economics, Policy and Governance (EPG)'s Transition Objective Measurement System offering a streamlined way of assessing transition potential of projects and their alignment with country strategies.
- Product examples: feasibility study, process note, new technological solution to speed up the process of financial reporting.

Feedback received during the interviews heavily focuses on the need to make all non-confidential knowledge products/assets, which do not contain client proprietary information and are generated inside the teams and departments, universally accessible to specialist staff. Most interviewees believe that donor funded products should be openly available by default. One colleague said: *“Before commissioning a feasibility study I would like to know whether another department has done a similar one and I can use its results without additional costs. Currently it is impossible”*. Another colleague noted that arriving to the EBRD from EIB, where detailed information on every project in any geography or sector is available to all staff members, was a cultural shock. With the growing number of cross-Bank priorities, such as green, inclusive, and digital, the information and knowledge about these domains should be expanded beyond specialised teams (centres of excellence) to a wider range of departments and teams, both in HQ and ROs. This approach contributes to reducing inefficiencies, overlaps and gaps in the Bank's knowledge assets. **For this to happen in a sustained and consistent manner, the universal taxonomy and tagging of all knowledge products/assets is essential.**

2.2. Departmental initiatives with specific LKM objectives

Many departments have identified the need for systematising and codifying their information and knowledge products.

The needs are diverse, including:

- to ensure that tacit knowledge is captured in an accessible form and not lost after staff leave;
- to streamline onboarding and induction processes for bankers and specialists;
- to share specialist information and knowledge with the wider group of colleagues.

This type of initiative is characterised by a specific knowledge and learning objective that leads to the design and implementation of *proactive disclosure tools*, so reducing the need for *reactive and repetitive communication* - staff verbally communicating the same information and answering the same questions time after time with the inbuilt risk of miscommunication and/or misunderstanding. Among the outputs of these initiatives are databases, guidance notes, collections of FAQs, tool sets and knowledge hubs either accessible only by a given team (for instance, ESD training database) or to the entire Bank via the Intranet (examples are the E2C2 knowledge hubs on green buildings and climate resilience, and Gender and Inclusion department knowledge hub), as well as staff directories with key areas of expertise and contact points. Examples are expanded on in the box below.

Examples:

- Capital Markets Development (CMD) team's country Trello boards: created for each country of operation to monitor what is happening in the capital markets sector. It excludes confidential information and is open to non-CMD staff working on capital markets development. The main objective is to "extract knowledge from people's heads" and make it accessible to all team members and staff from other departments working on the theme, reducing the risk of losing knowledge along with the departure of a key person.
- Library of presentation case studies launched by the Business Development department: making the process of searching for relevant cases by industry and region easy and integrating them in presentations for potential clients and partners (open to registered staff).
- Risk department's Sector Guidance notes: collect core data and information about minimum requirements each project proposal should have to respond to the department's standards and questions. Guidance notes were integrated into the operations manual – the project team must use the "base scenario" for its proposal and explain any deviations, making discussion between banking and risk more meaningful and focussed (open to all).
- Green Economy and Climate Action (GECA, formerly E2C2) launched the *GET 2.1 Learning and Development Initiative* in June 2021: its objective is "to give everyone in the Bank the opportunity to acquire the fundamental knowledge about climate change and the many green business areas the Bank engages in".⁷ It includes a repository of learning materials, courses, video and information pieces, series of webinars etc (open to all).
- OGC mind map of departmental knowledge brings together various knowledge "elements" and expertise registers (the first stage of all internal OGC knowledge is open to all, but access to the second stage – i.e. specific and detailed content can be more limited, with some open to OGC staff only).
- EvD's Lessons Investigation Application is a repository of lessons from project self-assessments (OPA documents) and evaluation products that could be mined by various parameters, including sector, country, product type, year of signing, etc (open to all in the EBRD).

There are 17 knowledge hubs across the Bank, which are serving specific business needs. Usually, they are launched on the Intranet and curated by specialist and policy departments that are leading on very specific and business-critical activities, requiring a high degree of compliance with international standards and requirements. For example, OCCO, Risk (including operational risk), GECA, OGC, ESD, and others.

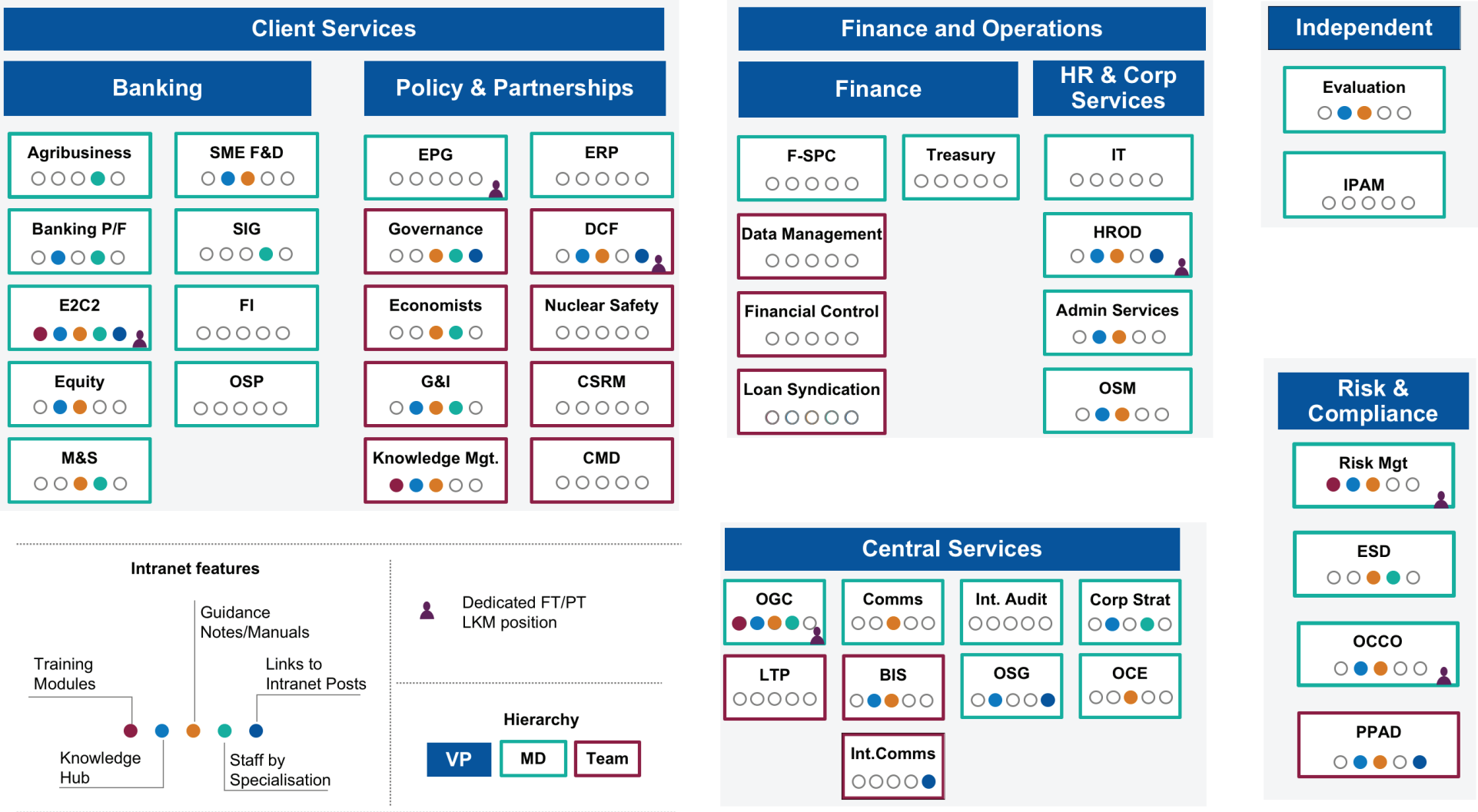
In terms of resources dedicated to LKM, various departments might have:

- a designated KM function with a dedicated full time staff member or full time equivalent working on LKM tasks, or part-time staff – such a function is present in EPG, OGC, Risk, OCCO, and is emerging in DCF and Equity
- investment in producing a repository of knowledge products – examples in GECA, ESD, OGC, Business Development
- investment in a consistent communication plan for enhancing product visibility – examples in GECA, Gender and Economic Inclusion (G&EI).

Figure 1 illustrates various resources available throughout the Bank, including mapping of dedicated LKM full or part time staff equivalents and knowledge hubs.

7. [Intranet : GET Learning: smarter banking for a fairer, greener future](#), 14 June 2021

Figure 1: Organigram of departmental LKM resources



Source: EvD

Often there is a time resource requirement for leading/coordinating one of the Bank's specialist LKM Communities of Practice, sector coordination groups, data forums, or working groups. EvD interviewed champions of all but one of the CoPs currently active and received universal feedback that leading and supporting this activity takes a lot of time, which is not provided for in individual work plans. Long hours and increased workload must be managed by individuals and are not provided for at the departmental level. Section 2.3 provides a detailed overview of the existing collaborative communities in the Bank.

The evaluation analysis includes deep dives into the LKM practices of several central EBRD departments to map the variety of activities and initiatives launched and controlled by the departments themselves. Data covered (i) policies; (ii) best practices and guidance; (iii) resources; (iv) technological solutions; (v) champions; and (vi) collaborations. The activities of two departments – OCCO and Business Development - are presented in mindmap format in Figures 2 and 3.

They show the wealth of LKM related activities and initiatives, largely driven by mid-level champions (managing director or director level), and resourced from the department's own budget, but likely not identified as LKM activities. Strong leadership and persistent efforts to pilot innovative solutions have resulted in the delivery of a range of internal products and services that significantly improve some of the core business processes, allowing time and resource savings and creating multiple opportunities for harvesting meaningful data and knowledge for improving the Bank's operations. From enhancing access to the existing repository of Bank products (case study library), to digitalised client relations management, to proactive disclosure of essential integrity information through streamlined guidance notes, to sharing lessons from past operations – these practices intensify the flow of information among the professionals concerned and free up staff time for more nuanced and intellectually demanding tasks. They also contribute to building behavioural competencies of collaboration, co-creation, sharing, and innovating.

Figure 2: Mindmap of Business Development LKM activities and initiatives

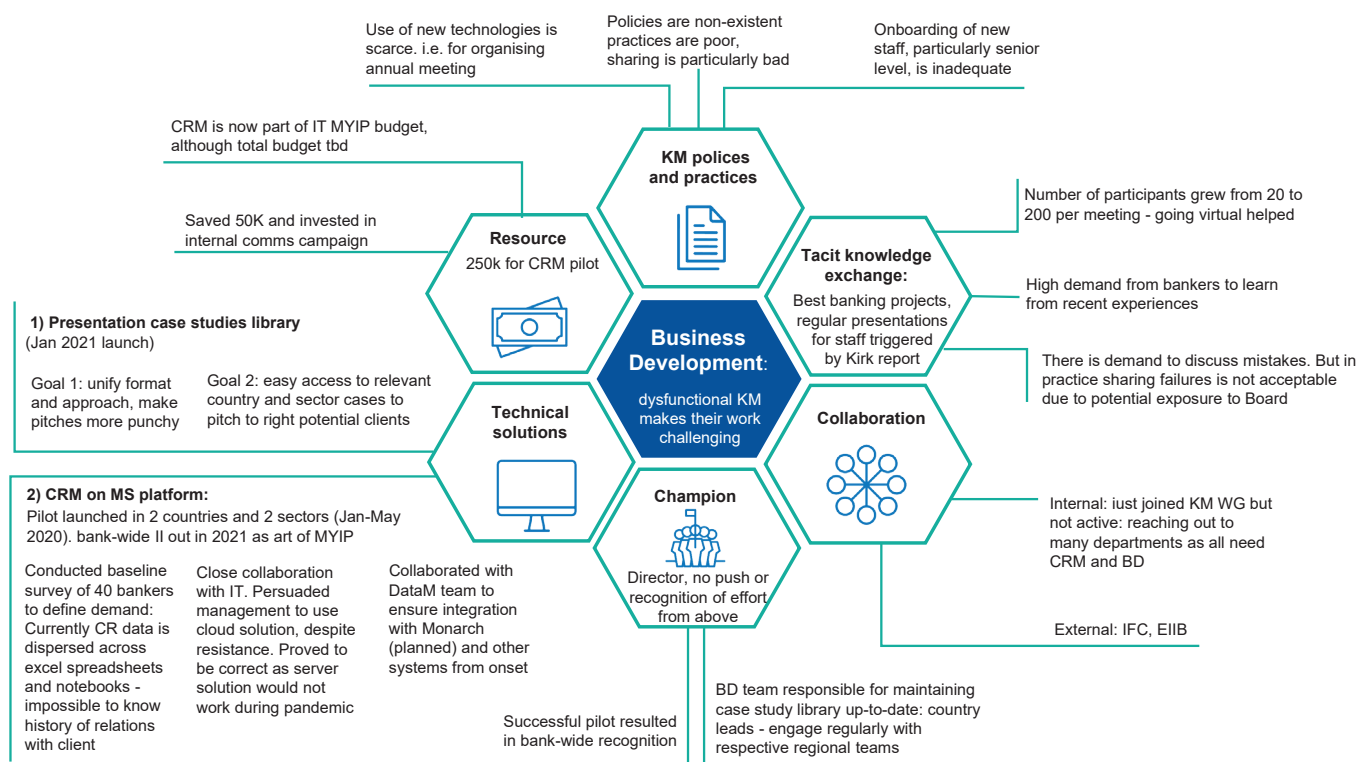
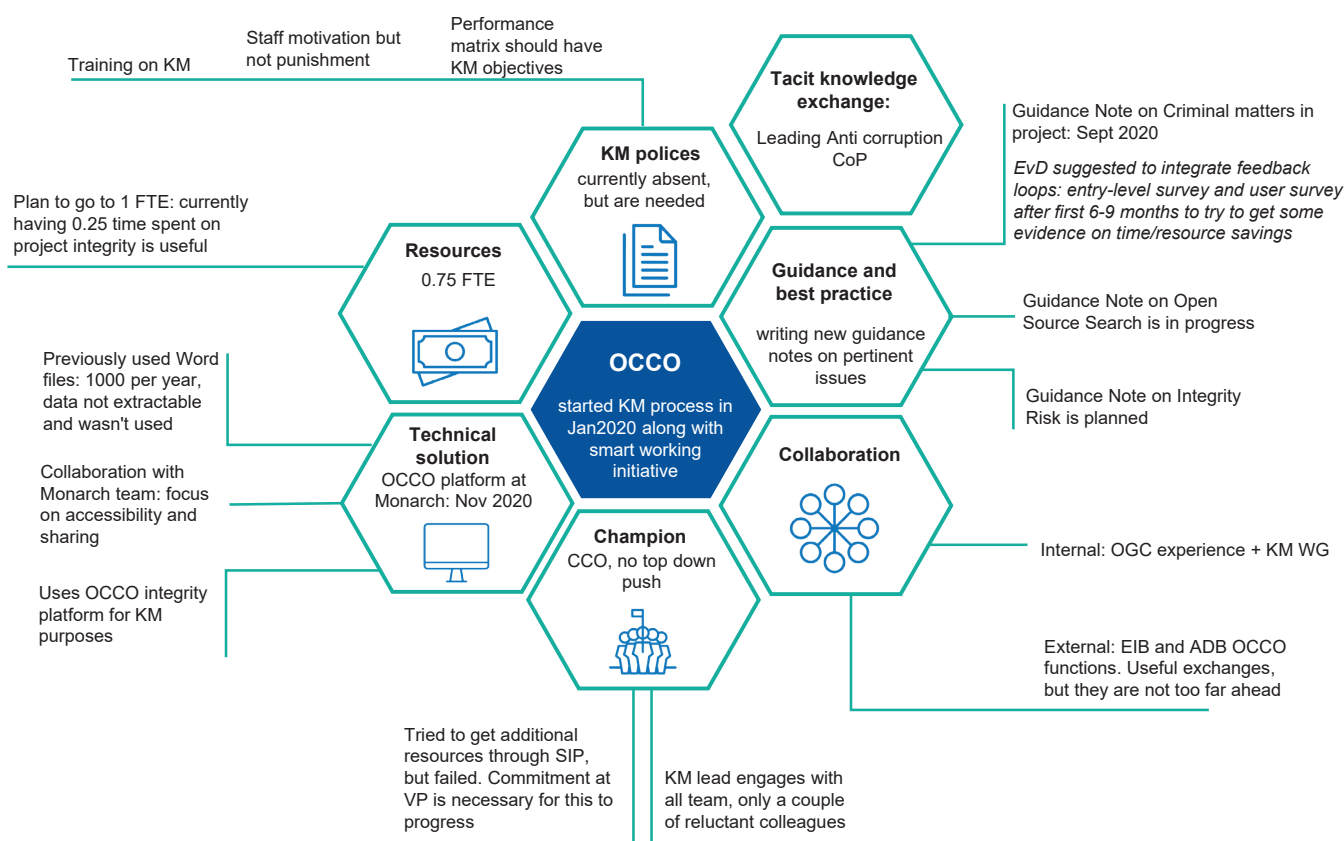


Figure 3: Mindmap of OCCO LKM activities and initiatives

2.3. Inter-departmental practices and initiatives

When one subject area is a responsibility of several EBRD departments, the common solution is to create a working group, steering group, data forum or a network (see examples below). These communities often have terms of reference, a mailing list, newsletter, and regular meetings that sometimes have records in the form of minutes. They could be mobilised for a fixed period to address a specific issue, or be “open ended”. Outputs of these initiatives include one or more of toolkits, training materials, recordings of events, onboarding packages, guidance notes, checklists and methodologies, libraries of cases and templates, etc. It should be stressed that these groups are additional to the Bank’s committee structure that brings together various functions for delivering the EBRD’s core business objectives (ExCom, OpsCom, SBIC, RiskCom, SPCoM, DataCom). These communities are also different from Bank-wide initiatives explained below as usually their membership is by invitation only and communications are shared on need-to-know basis.

Thematic networks are another type of inter-departmental collaboration forum in areas that require the mainstreaming of certain strategic themes/objectives in the Bank’s investments. These are usually central networks with one “command” centre delivering essential information, knowledge and guidance to various nodes/teams in the Bank through individual staff identified as champions or ambassadors. The members’ commitments are usually outside their work programme. Currently there are two Bank-wide networks that are aimed at mainstreaming two core strategic objectives – the Gender Champions network and the GET Ambassadors network.⁸

8. There is a range of other networks, that mobilise staff around operational issues (i.e. risk champions) or organisational/corporate culture issues (i.e. Young professionals network)

Examples:

- **Climate Action Network:** established in 2019 as a direct response to ramping up the EBRD's climate investment and green economy transition. With defined terms of reference, established membership, regular communications and meetings, the group develops core decisions in climate finance and GET that are then enacted by the leaders of the respective departments (open ended life).
- **Banking-Risk Rotation Programme** (mobility): temporary job assignment for bankers in the Risk department – see TP4 for details (open ended life).
- **Guest Auditor Programme:** launched in 2020 this programme provides opportunity for bankers to take a temporary assignment with the Internal Audit department for up to two weeks. Following best practices in the international financial services industry, the programme's objective is to enhance the culture of accountability and audit across the Bank's operational units, specifically banking (open ended life).
- **Senior Management Steering Group** launched in February 2020 to oversee the implementation of the *Joint EvD/Management Action Plan following the Kirk Report* (fixed life).
- **Self-evaluation and Results Management Working Group:** bringing together Banking Portfolio, EPG, Office of the Chief Economist as well as EvD, this group is working on redesigning the self-evaluation of investment projects, designing Theory of Change for six transition qualities, and enhancing results frameworks at programme and project level (fixed life). See Box 2 for details.
- Previous examples include the series of taskforces created by former EBRD President, Suma Chakrabarti in 2012, including a results management taskforce (fixed life).

Gender Network was established in 2019 to implement priorities in the Bank's Gender Strategy 2016. It has 80 champions, mostly bankers, in HQ and ROs who are “advocating for, advising and supporting staff in identifying opportunities to integrate gender in EBRD investments and policy initiatives”.⁹ As it is a relatively fresh initiative, colleagues in the Gender and Inclusion team characterise its stage of development as “capacity building rather than delivering results”. One of the greatest impediments is the time constraint – champions already have full work programmes and have limited opportunities to expand their knowledge and capacity to realise their value-added potential.

GET Ambassadors network was established in 2019 as an implementing mechanism for the Bank's GET strategy, with the objective of having in most ROs a “go-to person for colleagues with questions on the GET approach and as the local contact person for the national focal points of multilateral climate funds.”¹⁰

Box 2: Self-evaluation enhancement project: targeting learning¹¹

- Enhancement of the self-evaluation system is one of the key follow-up actions of the Kirk Report. It concluded that the EBRD self-evaluation system is inadequate, time-consuming but ineffective; where management does not own the process; and results rarely inform decision-making of operational staff and offer limited value to assess impact at the country level.
- As part of the Kirk Action Plan, the Bank decided to reform its self-evaluation system. **The expected primary objective of the proposed new system, still to be approved in 2021, is to capture and disseminate demand-driven useable learning.** A secondary expected objective is to strengthen results management. Accountability is not considered among the objectives of the reformed system, although in EvD's opinion learning and accountability are mutually reinforcing rather than mutually exclusive purposes of evaluation.

9. [Intranet : Gender Champions - A Strong Call for Action](#)

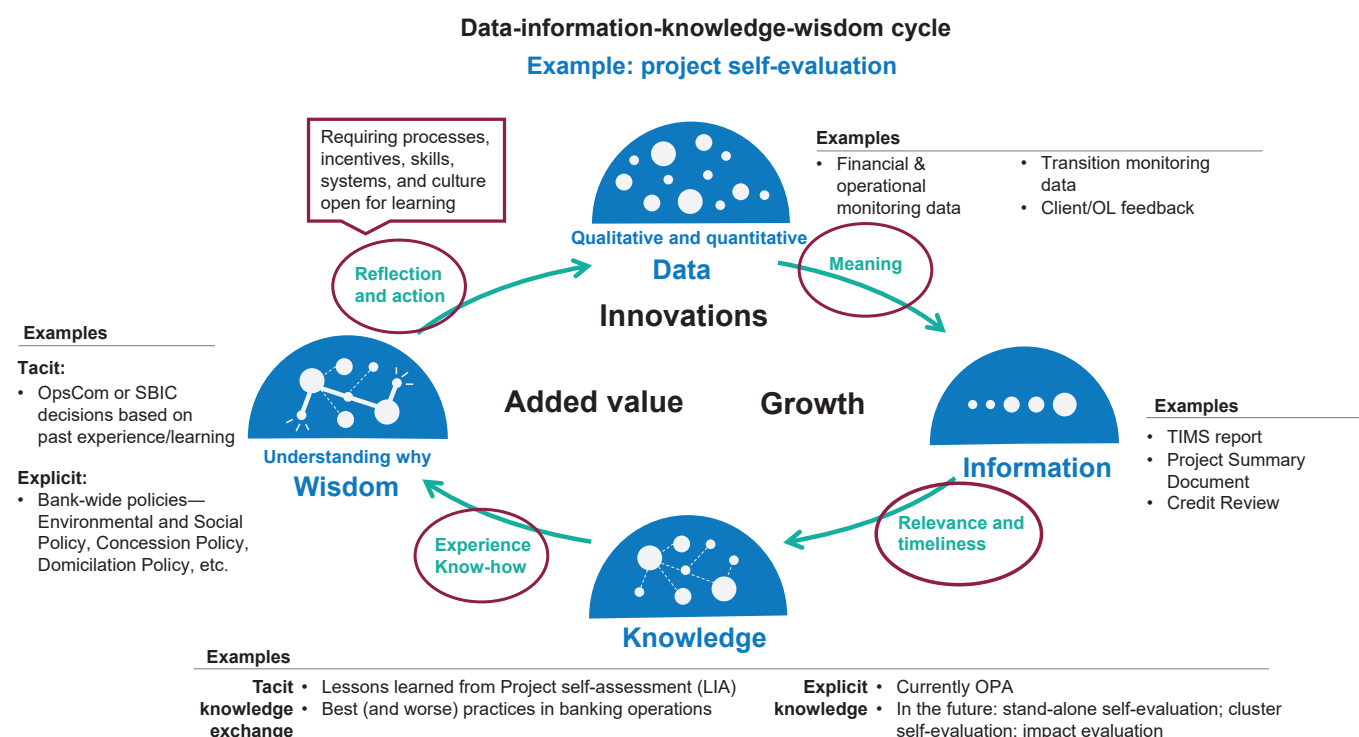
10. [Intranet : GET Ambassadors – I was invited to join the green ride](#)

11. Based on Phase 3 Report of Self-evaluation Enhancement Project, internal document, December 2020

Box 2: Self-evaluation enhancement project: targeting learning (continued)

- The expected result is that learning from self-evaluation will be actively targeted at those who need it, and made available and accessible through existing and new systems (including Monarch). This requires adequate management systems for generating, disseminating, communicating and using relevant knowledge. Most fundamentally, it requires high-quality data on results, and reliable monitoring and reporting processes.
- For these systems to deliver intended results and to create novel insights there is a need for more dedicated time of senior bankers and specialist skills/knowledge. This in turn requires incentives and supportive organisational culture, where reflection and integration of learning into new generation of products and processes is encouraged and rewarded.
- When approved, the project will become a multiyear change process where the commitment of senior leadership is essential. However in its current form the proposal does not meet international evaluation standards and lacks some crucial elements to make it congruent with the EBRD's evolving evaluation system.
- **If correctly designed and successfully implemented, this project can become a first fundamental block of the EBRD's LKM system integrated in the Bank's core business policies and systems.** It can also serve multiple purposes. Not only it will enhance organisational learning and innovations, but will also provide evidence of the results achieved, and assurance to the shareholders that Bank resources have been utilised efficiently, effectively, and with the optimal impact.
- The evaluation team applied the conceptual framework it developed for this evaluation (see TP1) to illustrate how well-functioning self-evaluation can transform data and information about past operations into valuable knowledge and wisdom. Figure 4 includes various knowledge assets that the Bank can produce at each stage. It also highlights the preconditions for transitioning from data to information, to knowledge, and further to wisdom. Declared learning objectives of the new self-evaluation system have to be rooted in amended policies, internal procedures, new departmental scorecards and individual performance matrices, and should be led and nurtured by senior leadership. If transition to data requires more infrastructure inputs, then transition to knowledge requires new incentives, structures and processes. Wisdom is achieved when culture and leadership are aligned with organisational learning objectives.
- Some other MDBs, most notably the WBG and ADB, substantially increased IT and other resources to promote organisational learning during 2000s. However, they downplayed the importance of the required changes in incentives, structures and processes. Ultimately, they failed to translate more resources into more value.

One of the greatest impediments is the
time constraint – champions already
have full work programmes and have
limited opportunities to expand their
knowledge and capacity to realise their
value-added potential

Figure 4: Illustrative data-wisdom cycle for self-evaluation

Source: EvD

2.4. Bank-wide initiatives

Most of the IT solutions and data management initiatives aimed at enhancing universal standards of quality, integrity, completeness, access and circulation of data (such as client relations management) are Bank-wide. There are also topical networks that are clustered around specific products, such as the Monarch Users' Group, Tableau Users' Group, etc. In HROD there is also a cluster of initiatives that affect the entire Bank, but they are not necessarily open to staff, these include a skills mapping exercise and organisational learning initiative. Data, communications, IT and HROD initiatives are important enablers of knowledge creation and exchange, however by themselves they are not sufficient for creating a successful learning and innovative organisation. More details are provided in TPs 3 and 4.

One of the crucial Bank-wide initiatives that potentially enables circulation and transfer of tacit knowledge and skills is the mobility programme. This programme includes short-term (up to two years) job placements (secondments, rotations) that enable staff to explore another part of the Bank or geographical location with the objective of bringing new knowledge to the home department, and/or that enables dispersion of valuable knowledge from the home department to the receiving departments. TP4 provides more details on this programme.

What follows is an overview of existing Bank-wide LKM initiatives, practices and institutional arrangements that are open to all departments.

Knowledge Management Initiative

A KM Initiative was launched in 2016 with the sponsor at MD level, and managed by a small donor-funded KM team (hub) embedded in EPG. It launched a range of Bank-wide initiatives, such as Communities of Practice (CoP), Policy Academy, KM intranet hub, Korea-to-transition project, and the rejuvenation of the Transition-to-Transition Initiative. It also started more intensive collaboration with the IT department and engaged in learning from the experience of other IFIs and some private companies that are more advanced in LKM area.¹² The conceptual framework of the KM Initiative is explained in TP1.

12. Knowledge Management at EBRD: short-term plan and long-term vision, April 2020, Internal document

The outputs are knowledge products (discussion papers, expert reports), repositories of documents, contact databases with relevant skills identified, knowledge hubs (intranet pages), video recordings of the events and meetings. But most importantly, these initiatives ignited people-to-people contacts and a flow of tacit knowledge that is not captured in the documents. Activities include meetings, conferences, and country visits (in the case of the Transition-to-Transition initiative).

The two most visible and effective streams of work emanating from KM Initiative are Communities of Practice and the Policy Academy (Figure 5). The KM team supports both logistically, while specialist staff is responsible for planning, content generation, and network mobilisation. The Policy Academy stream of work is led by a Senior Political Counsellor at Governance and Political Affairs department at EPG, while CoPs are led by directors/MDs from across the Bank, including one led formerly by the Deputy Chief Evaluator of EvD.

Figure 5: CoPs and Policy Academy at the EBRD

<p>Communities of Practice (6 established)</p>	<ul style="list-style-type: none"> • Voluntary and demand-driven: start and end date. • Small number is big advantage according to majority of interviewees. • Condition: inter-departmental horizontal networks open to all interested from HQ and ROs. • Meetings organised and facilitated by CoP leader, often with external as well as internal speakers. • Sponsorship/ participation by senior leadership (VP, MD) is usually significant mobilisation factor. • Outputs include presentations, reports, recordings, skills database and, lastly, other lessons-learnt products in various formats (text, video, project databases). • Positive feedback from leaders and participants.
<p>Policy Academy (14 modules)</p>	<ul style="list-style-type: none"> • Responded to challenge of not having access to "best in class knowledge" for EBRD staff. • Used to be in-person half or full day events. • Voluntary participation requiring lots of "selling" to staff. • Had to shift to digital platform at the beginning of 2021, which led to enhanced accessibility for RO staff. • Currently working on digitalising material, starting with 6 initial modules. This e-learning reformatting work is currently wholly donor-funded, from the Taipei China donor.

Source: EPG

Quotes from the interviews suggest there has been a largely positive effect of these activities on staff, but also some critique:

- *It is important that CoPs have a beginning and an end – there could be no demand for their services, or they would finish because they transformed themselves into a new department, which happened once with the Public-Private Partnership CoP.*
- *One problem is that from the onset the KM initiative was very product oriented – X number of papers/ reports were requested per year. The approach should be holistic, and directed at improving talent and skill.*
- *The CoPs are a much more useful way of promoting learning, but restricted as to what is considered an appropriate topic.*
- *Different CoPs have different levels of effectiveness, but overall, they are something we should continue and strengthen.*

- *The Bank achieved a good amount of learning, and the CoP served its purpose. However, the Bank cannot have too many of them and they should be limited to cross-departmental issue areas. The ones that exist make sense and there are enough of them.*
- *CosP are very much a personality-driven experience – when the Chief Economist Sergei Guriev was involved more people were attending.*
- *Policy Academy modules have been interesting and raised interest across the Bank. It would be good to link them more closely with CoPs. The question is whether Policy Academy has run out of steam?*
- *I was asked in 2021 to transform the 2018 Policy Academy event to an online module, but I'm not sure that will add value. We've moved on since 2018 and preparation of digital module requires "starting from scratch". Actualisation of material and knowledge is important.*
- *There is an obligation on part of staff to attend. Usually "sexy" topics got good attendance others less so.*

Despite some success in creating new instruments for circulating tacit knowledge across the organisation, the KM Initiative has not transitioned from pilot to the main stage of implementation, which was envisaged by the 2017 KM Framework considered by SPCoM, but not approved. Progression to the next stages would require dedicated core resources. In the face of competing business priorities, LKM has not been given incremental core budget.

Knowledge Management (and Learning) Working Group

The Knowledge Management and Learning Working Group, which currently features mostly as the Knowledge Management Working Group (KM WG), where the word "learning" is dropped (as noted above), was launched in February 2020 as part of the *Kirk report Joint Action Plan* implementation under the auspices of the Senior Management Steering Group (SG). The current leader of KM WG noted that initially they didn't attend SG meetings, however they have been invited to the most recent meetings in 2021. Also from EvD's own observation, discussion and approval of the most recent "Fresh Approach to KM" took seven minutes of an SPCoM meeting. These are important signals of the lack of importance assigned to KM by the Bank's leadership, discussed in TP4.

The intention of the KM WG is to revive the KM Initiative. Membership includes representatives from EPG, OGC, OCE, BIS, Communications, Risk, OCCO, HROD, EvD, and other departments on a more ad hoc basis. It meets (roughly) quarterly.

The WG's terms of reference state that its overarching objective is "to ensure that the organisation's evaluation system promotes knowledge management and learning – both operational knowledge and broader knowledge for the organisation." So, it focuses exclusively on evaluation knowledge although its follow-up activities are Bank-wide and encompass many segments of organisational learning and KM. More specifically the WG:

- » aims to elevate the role of evaluation in improving knowledge management and learning across the Bank so that both organisational learning and accountability become key objectives of our evaluation systems.
- » seeks to strengthen "feedback loops" for EBRD operations, including for individual transactions, frameworks, TC activities and policy engagements to systematically integrate the lessons from evaluations into the design of new projects and policy engagements.
- » aims to improve the usefulness and effectiveness of the existing knowledge management systems, initiatives, and work streams, ultimately helping the Bank deliver on its LKM objectives.¹³

These objectives do not in fact provide an answer to the central question "why are we doing this? – what are the purpose and priorities for the LKM system in the EBRD?" This is in contrast with the first

13. Terms of Reference of Knowledge Management and Learning Working Group, Internal document

objective of the “sister” Self-Evaluation and Results Management WG, where the terms of reference stipulate its first objective as “defining the purpose and key priorities for self-evaluation”. Aside from the terms of reference, there are other documents which also do not provide the same degree of clarity on the KM WG purpose.

The KM WG's Action Plan was approved in May 2020 and reports are collated three-four times per year (the most recent one was in March 2021, See Annex 1). The KM team also prepared a background document with the title *Knowledge Management at the EBRD: Short-term plan and long-term vision*.¹⁴ In March 2021 it presented *A Fresh Approach to KM Initiative* at a Board workshop.¹⁵ After analysing these documents, the evaluation team notes that:

- **There is no well-articulated vision and purpose congruent with the Bank's business model**, beyond bringing people together and creating a platform for them to talk. The part of the document where a long-term vision is to be identified, is mostly focused on “features” that are essential for well-functioning LKM system.
- **The Action plan approved in 2020 and its reports deliver mixed messages**. Despite a proliferation of actions (‘dozens of flowers blooming’) it is difficult to see synergetic activities that go beyond individual departments (HROD, IT, OGC) and EPG knowledge hub's activities with regard to CoPs, Policy Academy and knowledge products.
- **Work on concepts and future scenarios could be more interactive and inclusive**. A lot of work is being done on building concepts and thinking about future scenarios of a KM ecosystem in the Bank, however this process is not always two-way. Members of the group are not really engaged in forming scenarios. This is in part reflective of the fact that aside from the consultants and part-time leader, none of the members have this activity as part of their work plan – in other words it is an unrecognised and likely unrewarded voluntary contribution.
- **KM activities have been mapped but not comprehensively**. Also, the mapping does not identify areas of greatest demand for KM, pain points, or where the potential for value creation is greatest.
- **There are substantial gaps in the short- and mid-term plan as it now exists**. While it includes some essential enabling activities (IT infrastructure, data management, skills mapping, performance matrix and incentives), it does not include the most critical priorities of business departments – banking, legal, OCCO, risk, ESD etc.

During interviews many KM WG members expressed their opinion that it is difficult to grasp “the why” behind the group's existence, even after almost a year of participation. The question “*how can my department/group gain from participating in this group*” has not been answered. People do not feel that they are encouraged to share every-day pressures and demands that could potentially be eased through high quality LKM processes. Also, some interviewees raised questions about how inclusive the Action Plan development was, including the extent of involvement and agreement of all business departments. Again, this problem is likely exacerbated, or even caused, by, the voluntary and sideline nature of most members' involvement in the group, and the fact participation is only quarterly and then relatively brief.

A positive aspect of the KM WG is its demonstration effect: when colleagues hear about a new or innovative approach applied in one part of the Bank they know who is leading it and are encouraged to reach out and learn from the experiences of others for the benefit of their own group. This reduces the time needed to get to the right person. This is important as in the current culture ‘word of mouth’ is the best tool for locating and accessing information; although its effectiveness, under working-from-home conditions and in an ever-growing and digitalising institution, is declining.

The core objectives of the KM WG should be set out clearly. Also, the working group needs a clear mandate to act and a champion at the vice-president level, which it does not have, but it has recently lost its MD-level champion. Only when this is done is there a basis to establish priorities and identify business-critical and high value goals. With its limited mandate, the KM WG is not a catalyst for more coordinated action and a coherent approach – presented initiatives are run in parallel in various pockets

14. Internal document, 6 April 2020

15. [SGS21-058 : Board Workshop: Knowledge Management Update, 19 March 2021](#)

of the Bank, inputs are required for preparing quarterly presentations and updates to the action plan, which is a collection of dispersed activities. EvD's work suggests that a comprehensive mapping exercise is likely essential, as is involving staff familiar with Bank business processes. A comprehensive KM diagnostic done in 2016 identified many needs; some were included in the Communities of Practice and the Policy Academy, but others which remain relevant are not included in the current action plan.

3. Demand vs supply in LKM

The analysis of existing policies and ecosystem of LKM initiatives in the Bank provided in Chapter 2 identified a significant gap between demand and supply of knowledge and learning. The LKM function is treated as a separate secondary activity, remote from core project-delivery and policy engagement pillars. This means that the supply of knowledge for learning and innovation is not always responding to a clear expressed demand and therefore the value-added of LKM activities is below its potential. This is made worse where supply and demand operates across organisational boundaries. This is one area requiring a strong central LKM coordination function.

There is a significant demand for LKM activities and products at business unit level, with many departments taking the initiative to meet this demand within the field of their competence or interest. However, neither the experience gained nor the knowledge captured tend to be shared widely. Also, the absence of coordination and standard setting has resulted in a variety of terminologies, dispersed products, fragmented information systems, and sometimes contradictory messages. It also means many professionals struggle to upskill themselves into LKM area, often independently, without support of LKM professionals (from the centre of excellence); or are unable to share their skills outside their department. Most importantly, it means that the scaling up of initiatives is restricted, escalation for decision-making is limited by MD level, and any synergetic effect is difficult to observe.

Problem identification

Evidence presented in Section 2 brings together a collection of needs the EBRD faces as an organisation that says it wishes to learn and innovate. Additionally, the evaluation used 2020-2021 internal opinion polls that also reveal important needs.

In 2021, the Vice Presidency for Policy and Partnerships conducted a survey of more than 400 EBRD staff involved in policy reform dialogue. It demonstrated that one of the pain points in the Bank's delivery of effective policy reform is inadequate capture and sharing of lessons across the organisation. The statement "Lessons learned are captured and shared effectively" had the lowest score among all questions asked – scoring 2.5 out of 5. Two main barriers were indicated: 1) lack of a simple integrated policy database; and 2) challenges to capture policy knowledge and lesson is a structural issue.¹⁶

The survey was conducted as part of *Self-Assessment and Pointing the Way forward for the 2015 Enhanced and Structured Approach to Policy Reform Dialogue*. It identified two areas for improvement in KM and results management areas:¹⁷

- Ways to improve the current KM and sharing system and enhance policy reporting, results management and evaluation as part of the Kirk Report follow-up action plans;
- Explore the steps needed to build a Bank-wide integrated policy database – including revisiting the policy definitions to ensure consistency of understanding across the Bank.

These challenges echo the conclusions and recommendations of EvD's report on *EBRD's Experience with Policy Dialogue in Ukraine*, which triggered the development of the *Enhanced and Structured Approach to Policy Reform Dialogue*. Several problems identified by EvD in 2013/14 in its Ukraine policy dialogue evaluation were also identified by an earlier EvD evaluation published in January 2011.¹⁸ A further

16. [SGS21-087 : 2015 Enhanced and Structured to Policy Reform Dialogue : Self-Assessment and Pointing the way Forward, Internal document April 2021](#)

17. [SGS21-087a1 : 2015 Enhanced and Structured to Policy Reform Dialogue : Self-Assessment and Pointing the way Forward, presentation, April 2021](#)

18. EvD. 2011. *Policy Dialogue* available here.

EvD evaluation published in June 2020 has a stark conclusion - *this evaluation finds little evidence that the broad commitments of the Enhanced Approach were applied in SEMED countries between 2015 and 2019.*¹⁹ While some progress has been made on addressing the sub-optimal value-added from the Bank's policy dialogue over the last decade, significant problems continue to exist.

Similarly, the survey conducted at the end of 2020 by consultants hired by the Self-Evaluation and Results Management WG found that the current system of monitoring and self-evaluation of banking operations does not produce useful results that are used for planning the next generation of products and services. The reform agenda for self-evaluation focuses on improving the learning function of self-evaluation, although the final shape of the reforms are not yet known.

Evidence from interviews confirms the limitations of the KM Initiative:

- *I'm aware of it [KM Initiative and WG], but I don't know what it has achieved. Whenever I ask how they can support my department, there is no response.*
- *I'm very sceptical about the whole idea of a dedicated KM department. It was flawed from the start, using donor funds for a KM initiative. I question its value.*
- *I do not understand the purpose of KM WG: Who is the client? What is it for? Why am I here? What are we bringing back to our team? It feels like a prototype.*
- *KM system is being developed somewhere "in the corner" but it should be in the centre of organisation. There is a need for a lot of iterations, feedback loops and incentives are missing.*
- *KM is not currently included in performance assessment – it should be.*
- *KM products should be used by top management. They are looking up for this information – when preparing for events or missions – however it is inaccessible. You need to know key people who can answer your questions.*
- *Private sector does it differently. We need to strive to extract better value from our knowledge assets. In fact, we need to learn from our own consultants.*

For the next iteration of the EBRD's LKM framework to deliver its expected value added, the gap between knowledge demand and supply should be narrowed significantly. Only then can the EBRD shift from its current "proto" knowledge organisation status to being a proper knowledge organisation, and further on – to being a learning and innovative organisation, if delivery of its mandate demands it.

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ANNEX 1 – KM WORKING GROUP ACTION PLAN

February 22, 2021

KM Action Plan: reviewing best practice

OBJECTIVES	MEASURES TO BE TAKEN	PROGRESS TO DATE (FEB 2021)
Review work and results of Communities of Practice Initiative	<ul style="list-style-type: none"> • EPG and EvD to review and evaluate COP initiative: (i) is it a useful model of knowledge collaboration? (ii) what are the lessons learned? (iii) should the programme be expanded or reduced, and what are the timelines for these changes (if any)? 	<ul style="list-style-type: none"> • CoP activities continue despite “wfh” conditions, with online webinars already in 2021 for CoPs on “SOEs” and “Competition Policy” • EvD “Learning and Knowledge Management at EBRD” Special Study under way: Approach paper shared with management for comments in early 2021, and finalised in February 2021 after comments from and discussion with EPG and OGC. First draft of full paper to be completed by May 2021.
Systematise lessons learned from Bank operations, thus addressing current weaknesses in the feedback loop	<ul style="list-style-type: none"> • EPG, Evaluation and IT to work together on cleaning data and reorganising the Lessons Investigations App to make it easily searchable so that EBRD staff can access data more easily and learn lessons. • EPG, Evaluation and IT to identify additional resources and actions needed so that the app can incorporate lessons from individual projects and learn from bankers' operational know-how. • EPG, Evaluation and IT to get access to Project Summary Documents (PSD) for data-mining purposes and to compare them with the Lessons Investigations Applications. • EPG to work with OGC to learn from the latter's experience of running an internal KM system. • The Working Group will work with the Self Evaluation and Results Management working group to devise additional coordinated actions to achieve this objective and improve the feedback to strategic planning documents. 	<ul style="list-style-type: none"> • Discussions among EPG and EvD about possible improvements to LIA – EPG to share ideas on a “recommender system” as a possible long-term alternative. • KM and Self-Evaluation WGs continue to collaborate closely. The Self-Evaluation WG has, with the help of consultants, developed three alternative proposals for a new system of self-evaluation in the Bank. The merits and drawbacks of the different proposals are currently under consideration.

KM Action Plan: improving data management and technology

OBJECTIVES	MEASURES TO BE TAKEN	PROGRESS TO DATE
Develop IT and Data Management solutions for easier access to knowledge	<ul style="list-style-type: none"> • EPG and IT to collaborate on Project Monarch, data-mining, tagging, search function and further developing knowledge packages with other IFIs (one pilot package already developed in collaboration with World Bank). • EPG and Data Management to continue discussions on ways to enhance the “data — information — knowledge” linkages by looking at past data and lessons in relation to one or more ongoing banking projects. • Senior leaders, IT, Data Management, HROD, Records Management, Evaluation, and KM team to assess and discuss establishing an EBRD Enterprise Architecture that would facilitate knowledge sharing. 	<ul style="list-style-type: none"> • New software (TIBCO EBX) has been implemented by Data Management and IT to improve management of the Bank's shared reference data assets. • Ongoing discussions with IT on their multi-year investment plan and on the possibility of investing in Hadoop (or Spark) to roll out big data analytics. • Further discussions to take place between the KM team, DM and IT in order to understand the strategic direction and investment decisions being pursued as part of the IT Multi-Year Investment Plan.
Enhance internal collaboration by releasing and adopting Office 365 technologies	<ul style="list-style-type: none"> • Run pilot groups using MS Teams and Sharepoint (for COP(s) or small teams/ units within the Bank) to demonstrate the power of collaborative technologies around projects and/or learning activities. 	<ul style="list-style-type: none"> • Microsoft 365 Teams and SharePoint being rolled out. EPG KM team among the first participants in the rollout and actively working with colleagues in IT and Records Management on the rollout. • Significant progress on migrating data and setting up a Knowledge Management Livelink structure, which will be completed by early 2021. • Several “early adopted” teams have received training on Microsoft 365 Teams and SharePoint.

KM Action Plan: enhancing human resources and e-learning

OBJECTIVES	MEASURES TO BE TAKEN	PROGRESS TO DATE
Expand the Policy Academy into a digital e-course format	<ul style="list-style-type: none"> • EPG to move forward, working with DCF, with the actions needed to make the e-Course, currently being developed, a reality by (a) securing the funding, and (b) preparing the available content for uploading to an online platform, which involves a major work of tagging, cutting, etc. • EPG to identify the experts, companies, etc. that will help us prepare three modules (initially) of the e-course. • EPG and Procurement to move ahead with the internal procurement process. • EPG PA and HROD team to consider new methods of remote learning, building on lessons learned during the coronavirus crisis and the move to mass remote working. 	<ul style="list-style-type: none"> • Developed a delivery solution for 2021, that meets the parameters needed for work with donor funding, HR Talent Management plans, and IT guidance – all within the available funding. • Agreed objective and process with DCF for the period until Q1 2022. • Identified prospective technology contractors which have been vetted (due diligence) by our IT stakeholders; and signed with selected Taipei China “new policy content development” contractors. • Advanced discussions with IT on the potential of having a delivery solution for the PA content that extends into the medium term (i.e., effective and “live” beyond Q1 2022).
Strengthen practices to retain expertise and exploit the accumulated knowledge of experienced staff	<ul style="list-style-type: none"> • Identify which of our existing employees have the skills, knowledge, and experience (potentially also competencies strengths, psychometric data, potential e.g. learning agility, leadership, etc.) needed by teams who require new capabilities. • Identify which of our existing employees have the capacity & inclination (potentially career aspirations, interest in other areas of the Bank) to help teams who require additional capacity &/or new capabilities. • Measure the impact of our investment in learning interventions to improve the knowledge of staff. • Over the longer term, move towards developing robust solutions to the on going (i.e., not just one-off) identification and mapping of skills. 	<ul style="list-style-type: none"> • Development of “people analytics” by HROD under way. • EPG KM team had initial meeting with HROD to discuss skills and expertise map in Q1 2020. • In Q1 2021 the scoping will take place of potential systems/platforms for an integrated Learning Management System (LMS) to support and enhance learning activities across the Bank (in person and virtual).

KM Action Plan: enhancing human resources and e-learning (cont.)

OBJECTIVES	MEASURES TO BE TAKEN	PROGRESS TO DATE
Introduce interim formal handover process to ensure key knowledge is retained when staff moves, either internally or out of the Bank	<ul style="list-style-type: none"> • Discussion of data points to be captured in handover document. • Consideration to be given to the development and introduction of a standard handover process/ document (probably an offline template with a central repository until suitable technology is in place in the next year or two), possibly added to the JML (Joiners, Movers, Leavers) process as a prerequisite to starting the next role in the EBRD or receiving leaver's benefits. 	<ul style="list-style-type: none"> • Initial discussions held between EPG and HROD on potential improvements to the handover process.

KM Action Plan: building partnerships and communicating better

OBJECTIVES	MEASURES TO BE TAKEN	PROGRESS TO DATE
Enhance knowledge partnerships with other IFIs and with the private sector	<ul style="list-style-type: none"> • Continue to engage actively with the IFI Community of Practice (CoP) on Knowledge Management. Follow up from two-day CoP seminar in October 2019 (hosted by IMF and including EBRD participation) through quarterly IFI CoP conference calls and other direct consultations, and building on existing KM contacts (including those of OGC with the EIB and IFC). • Reach out to the EU to discuss a potential KM partnership with the EU and to explore possible collaboration and funding opportunities. • Continue outreach to think-tanks and private sector to learn best practice techniques on knowledge management. 	<ul style="list-style-type: none"> • Three-day (virtual) meeting of the IFI CoP in December 2020, with participation of three members of EPG KM team. An extensive write-up of all presentations and discussions, prepared by the Green Climate Fund (the "host" of the meeting), was shared among the KM WG. • Follow-up meetings with members of IFI CoP in order to draw pertinent lessons from other IFIs. • Virtual meeting of EPG KM team with the European Commission Joint Research Center held to explore knowledge partnership. • Virtual meeting of EPG KM team with Tom Davenport, one of the world's foremost KM experts, held to discuss how KM could be rolled out most effectively at the EBRD.
Step up communications efforts both inside and outside the Bank	<ul style="list-style-type: none"> • Develop internal and external communication plans to influence cultural change within the organization to prioritize the importance of evaluation for the purposes of knowledge management and learning. • EPG, Banking and Communications to collaborate on showcasing bite-sized lessons on cell phone apps. • EPG and Communications to collaborate on showing EBRD lessons learned videos on Youtube and EBRD intranet site. • The Working Group will work with the Self Evaluation and Results Management working group to devise additional coordinated actions to achieve this objective. 	<ul style="list-style-type: none"> • EPG KM team has developed a website for the KM WG, which will initially be for internal use – to be discussed among the WG in February 2021 • Staff post (22 May 2020) on new KM WG in order to communicate to wider Bank audience. • Ongoing discussions on further communication tools, including bite-size lessons and Youtube videos.

ANNEX 2 - KM WORKING GROUP MEMBERS

Chair: Alan Rouso, Managing Director, EPG

Working Group Lead: Peter Sanfey, Deputy Director, EPG

Name	Role, Department	Name	Role, Department
Taslima Ali	Principal, HR Business Partner	Barry Kolodkin	Director, Deputy Chief Evaluator
Velichka Aydarova	Associate, Talent Development	Penny Leach	Associate Director, BIS
Hande Aydin Maia Da Cunha	Principal, Org. Change & Performance	Byoungmin Lee	Principal, EPG
Vijay Bains	Principal, Automation Delivery Manager	Keuno Lee	Principal, Knowledge Management
Paul Byfield	Acting Principal, Monarch Product Owner	Oleg Levitin	Associate Director, Dep Dir, Gov&Pol Aff
Thomas Chen	Acting Principal, Adviser to MD, EPG	Mandi Madavo	Principal, Project Manager HR&OD
Eirini Christodoulaki	Assistant Analyst, CSE	Fergus McLusky	Principal, IT Architect
Synne Clutton-Diesen	Principal, Business Analyst IT I & I	Olga Mrinska	Acting Director, EvD
Camilla Committeri	Associate, Corporate Strategy	Holger Muent	Director, Corporate Debt
Maddy Cundall	Principal, Organisational Development	Surya Murthy	Principal, Data Governance
Ralph De Haas	Director, Research	Jonathan Ockenden	Associate Director, Corporate Strategy
Roberto De Sanctis	Associate Director, Project Integrity	Tarek Osman	Associate Director, Snr Polit Counsellor
Milica Delevic	Director, Governance & Political Affairs	Akhil Patel	Principal Manager, DCF
Christoph Denk	Director, CSRM	Alex Pivovarsky	Director, CMD
Alper Dincer	Principal I, Principal Evaluation Mgr.	Alexander Plekhanov	Director, TI & Global Economics
Ana Draskovic	Director, Head of Business Development	Biljana Radonjic Ker-Lindsay	Associate Director, Lead Economist
Elisabetta Falcetti	Director, Sector Economics and Policy	Artur Radziwill	Director, Country Economics and Policy
Tom Flemming	Acting Assoc Dir Innovation and Insight	Barbara Rambousek	Director, Gender & Economic Inclusion
Caroline Galvan	Associate Director, Senior Counsellor	Vamshi Reddy	Associate, Corporate Reporting
Dan Green	Director, Data Management	Kateryna Reshetniak	Analyst, (TC), GPA
Akram Hilmy	Associate Director, Senior Risk Officer	Christoph Saenger	Associate Director, Senior, ICA, EPG
Andrea Garaiova	CCT Position	Rohan Schaap	Director, OCCO Investigations
Bo-Wei Jiang	Principal Consultant	John Seed	Associate Director, Sust Infra Policy

Name	Role, Department	Name	Role, Department
Matthew Jordan-Tank	Director, SI Policy & Project Preparation	Sevi Simavi	Associate Director, Advisor to VP
Stephane Jucobin	Associate Director, Head of OSP&Corp Rep	Djamila Stachowski	Principal, Talent
Gyeonggu Kang	Consultant, EPG	Dan Storey	Associate, GET Knowledge Sharing & Outreach
Tamara Karam	Principal, Senior Records Management	Tabitha Sutcliffe	Associate, Legal Knowledge Manager
Natasha Khanjenkova	MD, Portfolio & Russia	Caroline Van Coppenolle	Principal, Org. Change & Performance
Marek Kiezun	Associate Director, Portfolio	Anna Vasylyeva	Associate Economist
Andrew Kilpatrick	CCT position, EPG	Marcus Warren	Associate Director, Head of EBRD On-line
Franka Klingel	E2C2 Principal	Ognyan Zhelyazkov	CCT Position, EPG

ANNEX 3 - DEPARTMENTS WITH LKM ROLES AND OBJECTIVES

Analysis of the most recently available scorecards of the Bank's departments provided the following information on the roles and objectives that contain organisational learning and knowledge management functions:

- **DCF (2019?)**

Collaborative Transition objective: Increase internal knowledge of working with donors:

- (i) Through information-sharing events;
- (ii) Through training on topical subjects promote aggregate results-based reporting.

- **Evaluation (2018)**

Role: The core role of the Evaluation department is to provide independent assessment of Bank operations, strategy and organisation, in order to optimise performance, and **increase accountability and learning**, and it does this through:

- (i) Ex-post assessment of projects;
- (ii) Evaluations of strategies at the country, sector and Bank-wide levels including recommendations where and when appropriate;
- (iii) Providing learning to the organisation through training, papers, synthesis of existing work, presentations, etc.;
- (iv) Providing independent reporting to the Board of Directors.

- **Economics, Policy and Governance department (2019?)**

Role: As part of the Client Services Group (CSG), the EPG defines and maximises the Bank's work on transition impact through operations and policy engagement, and provides political assessments according to the Bank's mandate. Providing holistic support to the Bank's overarching goal of achieving transition impact by merging policy reform and banking projects, EPG identifies, leads and contributes to a large part of policy reform engagements which facilitate investment or open up new markets. It provides economic, political and political economy analysis and supports high-level dialogue with shareholder governments. EPG leads on the Bank's policies on gender and economic inclusion, leads work on governance and business environment and **serves as the Bank's knowledge hub**.

Objective 2: Measuring and communicating our impact: 1) contributing to the improvement in communication of the impact of Bank activities; 2) broaden the Bank's awareness of EPG activities by sharing EPG knowledge and expertise

Objective 3: Winning the battle of ideas: being recognised as thought leaders in few key areas, and developing and deploying expertise in the Bank's products and activities

- **OGC (2019)**

Role: The role of OGC is to protect the Bank against legal and reputational risk by handling all legal and policy aspects of the Bank's governance, administration and operations and, in connection therewith, provide legal and policy advice to staff, the Board of Directors and the Board of Governors. OGC also engages in policy dialogue with countries of operation through the delivery of the Legal Transition Programme and supports country diagnostics through advice on the legal framework relating to the investment climate

Institutional objective: Knowledge Management – increase client access to OGC's knowledge management systems.

- **The Office of the Chief Economist (OCE) (2018)**

Role: OCE undertakes economic research and provides intellectual leadership on the economic aspects of transition and economic transformation in the EBRD's countries of operation. It is responsible for the formulation of the Bank's conceptual approach to and understanding of the transition process to market economies. OCE also supports the Bank's operations, country work and risk management by providing macroeconomic analysis and forecasting. Through its research, OCE contributes to the operational, policy and strategy work of the Bank more broadly

Institutional objective: Continue working together with EPG on knowledge management projects

About EvD

The independent Evaluation Department (EvD) evaluates the performance of the EBRD's completed projects and programmes relative to objectives.

It systematically analyses the results of both individual projects and wider themes defined in the EBRD's policies.

The core objective of evaluation is to contribute to the EBRD's legitimacy, relevance and to superior institutional performance. To achieve its core objective, the Evaluation Department fulfills two primary functions:

- It provides a critical instrument of accountability through objective, evidence based performance assessment of outputs and outcomes relative to targets; and
- It contributes to institutional learning for future operations by presenting operationally useful findings.

Read evaluation reports at EvD's website at <https://www.ebrd.com/what-we-do/evaluation-reports.html>

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