



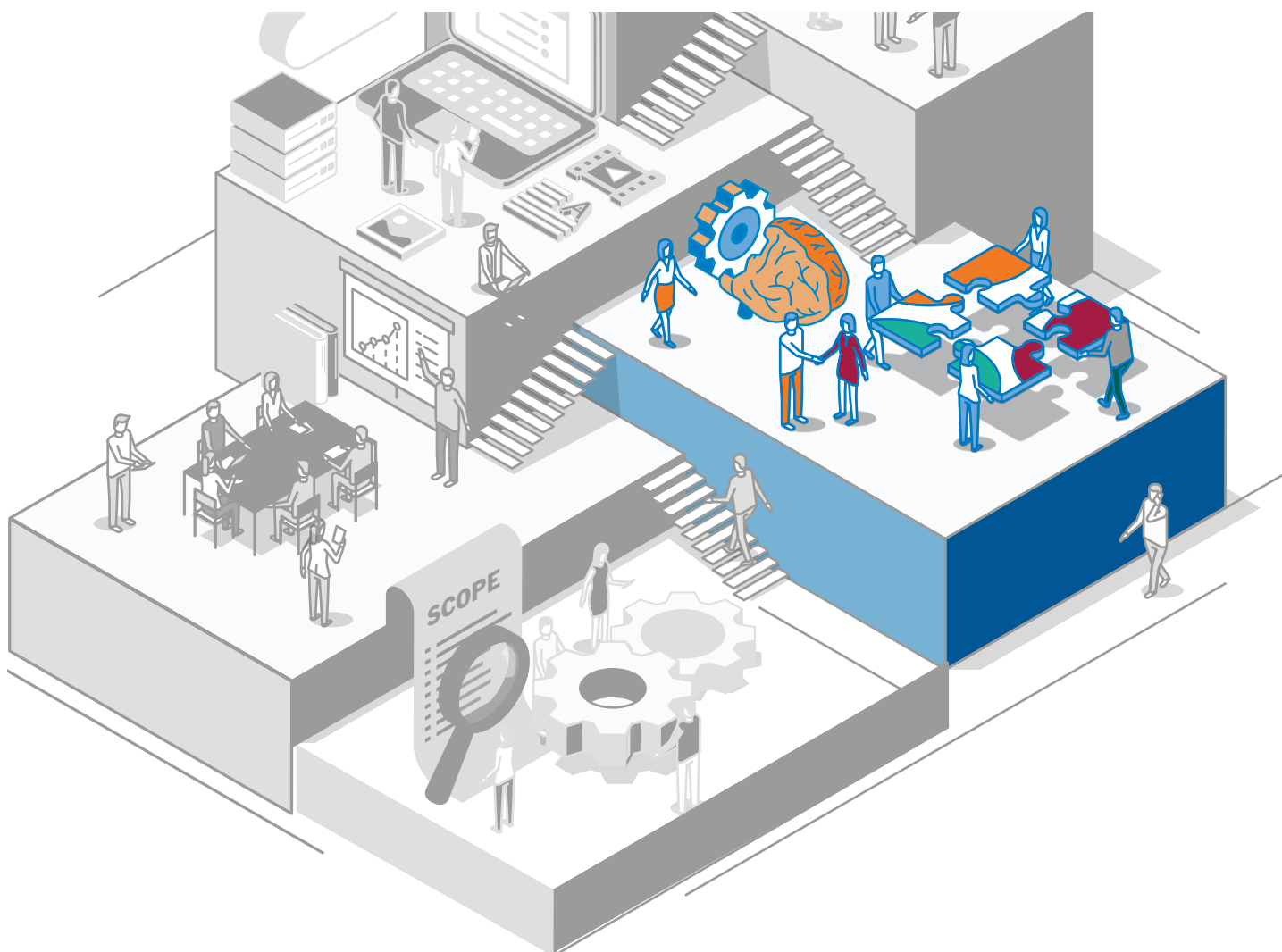
European Bank
for Reconstruction and Development

SPECIAL STUDY: TECHNICAL PAPER 3

LEARNING AND KNOWLEDGE MANAGEMENT AT THE EBRD: THE EBRD'S ENABLING INFRASTRUCTURE FOR CREATING, SHARING AND USING KNOWLEDGE ASSETS

OCTOBER 2021

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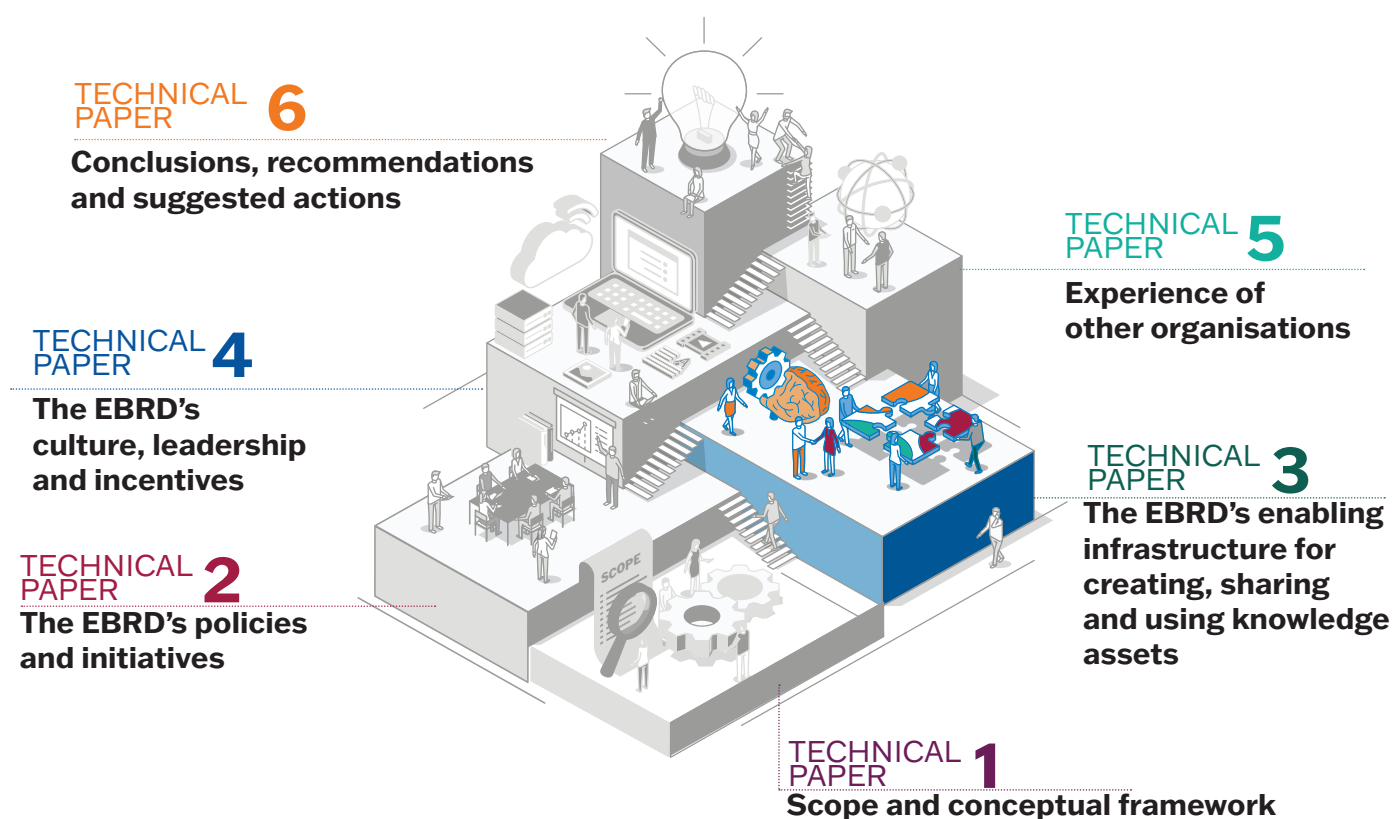
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This is Technical paper 3, forming part of the suite of papers and annexes which together comprise the EvD Special Study on Learning and Knowledge Management at the EBRD. The structure of the full study is shown below:



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KEY FINDINGS OF TECHNICAL PAPER 3

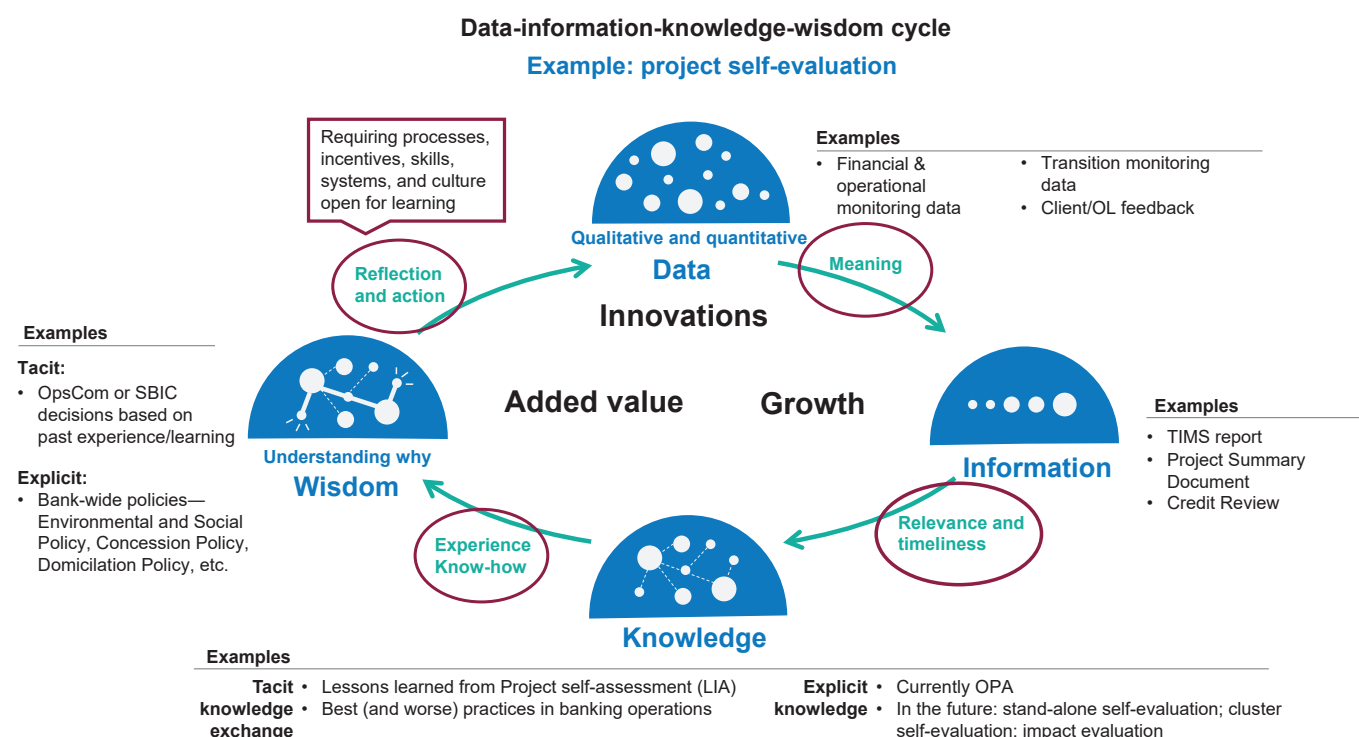
- The Bank is making meaningful and purposeful progress in improving the enabling IT infrastructure, data management, governance framework and flow of knowledge within the Bank.
- Yet, serious challenges remain. With respect to IT infrastructure, there are risks associated with the Bank's capability to govern and deliver large scale IT reform programmes.
- With respect to data management and governance, the Bank has controlled further proliferation of data systems; however the large number of heritage data systems are a bottleneck limiting the Bank's ability to get the most out of its improved data management and governance framework.
- While the Bank has reduced the transaction costs to access and share knowledge, informal networks remain the most common way of accessing knowledge. The direct exchange of tacit knowledge persists even in situations when it could be transformed into explicit knowledge and made more widely available. This can be improved through smarter use of technologies, including introduction of machine learning and auto-tagging.
- To address these issues, the Bank should consider KM as an integral element of the organisation's learning and improvement strategies. Ongoing improvements in collaboration platforms facilitates knowledge flow within the Bank. However, KM remains to be embedded both above the flow of business as well as within the organisation's business processes.
- The introduction of a unifying KM model (one that is comprehensive, coordinated, coherent, easily and widely accessible and used) would enable the Bank to enhance its capacity to develop integrated solutions to address clients' needs as well as advancing transition. Additionally, it would reduce the risk of further compartmentalisation of knowledge while investing in collaboration platforms.

1. Context

An organisation's ability to manage its data assets influences its ability to be agile, adaptable and innovative. Data are the atoms that constitute information. Knowledge is the value that we extract from *information*. *Knowledge*, brought together and further refined, gives birth to more generally applicable knowledge that incorporates an understanding of context cause and effect – this level of knowledge can be called *wisdom*. In turn, wisdom shapes the way we perceive reality and hence, ultimately, how we create data. Thus, *data* as well as *information* are indispensable elements of a *data-information-knowledge-wisdom* cycle as illustrated below.

Data management and associated IT systems are important elements supporting institution-wide knowledge generation, dissemination, and use. This is particularly true for explicit knowledge that can only be valuable with a functional underlying technological and skills architecture. Many IFIs have joined up separate (and sometimes legacy) data systems to realise KM-related aspirations and invested significantly in IT infrastructure to scale up KM. This has generally included deployment of sophisticated IT-driven KM tools to streamline content management and improve archiving, indexing, searchability, and retrieval.

However, where this investment occurred without a prior unifying vision it resulted in a proliferation of dispersed databases, networks, and other forms of data/information systems. This is the danger of a 'thousand flowers blooming' approach. In these cases, IT interventions failed to support a hoped-for coherent institution-wide knowledge generation and dissemination system.

Figure 1: Illustrative data-wisdom cycle for self-evaluation

Source: EvD

A critical lesson from other IFIs experience with KM is that the choice of IT systems depends on KM visions and models. If visions and models are disparate and/or competing within the institution, the abundance of instruments might inhibit rather than support the generation of institution-wide knowledge assets that are used efficiently for organisational learning, driving growth and innovation. The experience of private sector companies demonstrates that organisation-wide solutions with universal accessibility and single taxonomy enhance synergetic effects of knowledge assets (see TP5 for some examples).

The balance of this Technical paper looks at the EBRD's attempts to (i) beef up its IT infrastructure to address connectivity and data-related shortcomings; (ii) introduce rules and principles for data management and (iii) facilitate collaboration via improved connectivity and communication.

2. Transformation of the EBRD's IT ecosystem and its implications for data and knowledge accessibility

Reform of IT systems accelerated following the launch of the One Bank initiative in mid-2013 under which the Bank initiated a *Banking Process Review*. A consulting company commissioned by the Bank identified areas most in need of improvement as *risk management capabilities and structure, data governance and management, portfolio monitoring, 'middle office' type of operations, equity, delegated authority and process simplification*. Based on this, the Bank launched its Operational Effectiveness and Efficiency Programme (OE&E) in 2016 with a broadened focus going beyond investment processes.

At the start of OE&E, Management made two important observations: (i) business analytics need comprehensive IT projects to model data and create new reporting products and (ii) misaligned and dispersed data systems inhibit the Bank's ability to analyse data together and to produce rich insights into the business needs. To address these issues the Bank launched *Project Monarch*, which was planned as an end-to-end platform to manage banking, advisory and policy delivery activities. The technology-based work streams were first packaged into the *IT Target Operating Model*, and then into the *Tech2020* – the Bank's strategic approach to its IT transformation.

Tech2020's scope and objectives were much broader than those of Project Monarch. Tech2020 set objectives for the improvement of data management (*better capture, use and analysis of data*) and sharing and using the Bank's knowledge assets (*improving internal and external collaboration*). **Tech2020 recognised long-lasting shortcomings in data management and connectivity.** It represented a commitment to improve the Bank's ability to (i) harmonise record and data management applications and (ii) make knowledge more accessible and facilitate its communication within the Bank and beyond.

The global pandemic accelerated the need for improvements in these areas while further exposing the inadequacies of the existing IT platforms. The Bank's response was to initiate the *IT Multi Year Investment Programme* (ITMYIP) and put forward a renewed set of objectives under *Tech2025* (CS/BU/21-14).

In its request for approval of the ITMYIP, the Management described the current situation as follows:

"Major systems are now reaching the end of their life, and support effort and complexity of the remaining estate is increasing with age. There is more and more demand from the business for automation and digitalisation. Where this demand is not met, it is replaced with more manual work-around, point systems and unintegrated data – the problem continues to get worse."

"It is now self-evident to all, following the enforced homeworking, that our lack of a modern IT architecture undermines our resilience to external events and reduces our effectiveness of delivery. The antiquated collection of siloed systems and databases, makes us increasingly dependent upon those with knowledge of the bespoke archaic connections, makes change difficult."

To address these shortcomings Tech2025 has the following objectives:

- Collaborating to design digital products that maximise the value of data and knowledge.
- Enabling timely, data driven decisions by maximising the accurate capture, use and analysis of relevant data.
- Ensuring that critical technology and data is always available in a resilient, backed up manner
- Connecting the Bank more to allow deepening the relationships with stakeholders, clients and partners.
- Increasing the use of automation and workflows to improve productivity and removing unnecessary manual tasks.
- Making the connection to partners, sharing of knowledge and collaborating with stakeholders a safe, secure, seamless and intuitive activity.
- Using technology to improve communication internally and with others.

As of April 2021, constraints remain regarding the Bank's capacity to govern and deliver ITMYIP, which expose all programmes and projects to heightened delivery risks. However, the Internal Audit department notes that such constraints *"have been recognised at the highest level of management and are being addressed through various actions."* Therefore, further work should be undertaken to fully realise and embed these IT improvements.

3. Data management and governance at the EBRD

Data management is the logistics of data whereas data governance is the strategy of data. Data management is the process of receiving, storing, organising and maintaining the data produced and collected by an organisation with the goal of consolidating and supervising data resources so that they are secure, accessible, reliable, and available when needed by users. Data governance is about how a company defines and ranks the benefits of data while mitigating the business risks of poor data. Data governance requires establishing the rules of what data can be used in what circumstances, which requires defining good quality data. Ultimately, organisations put good quality and well-integrated IT infrastructure in place to establish sound data management and governance practices.

The EBRD required an enterprise-wide approach to data management and governance. As a first step, under OE&E, a *Data Management team* was established in 2017 to bring together fragmented data systems across the Bank. This was much needed. Even after substantial streamlining and quality enhancement over the last four years, there are still around 130 systems where *data is often duplicated*

across systems instead of only being entered once then shared and enriched as it journeys through the EBRD engagement lifecycle.¹ An interviewee described this situation as: “Once the toothpaste is out of the tube, it’s hard to get it back in”.

The next step was the creation of DataCom – a management committee that considers and decides on matters related to the Bank’s data architecture and governance. DataCom, subsequently, developed reference data governance and management processes and launched a platform to operationalise and streamline these reference processes across the Bank. This is coupled with establishment of Bank-wide standards for data ownership and management ensuring consistency and integrity of data used for reporting and other purposes. One of the critical tools introduced facilitating the implementation of references and standards is EBX (Box 1 shows an example of the application of EBX). Use of this tool ensures that the Bank creates and governs data classifications in a single platform and distributes these consistently across the Bank’s IT systems.

Box 1: Compendium of Indicators and EBX

The Compendium of Indicators (COI) launched in 2017 constitutes the backbone of tracking and reporting of the Bank’s transition performance and results. It consists of 148 core and tracking indicators with over 600 variations reflecting the wide variety of the Bank’s activities.

Prior to the introduction of EBX, the Bank has had to go through a manual and tedious process of keeping the COI up to date. However, in December 2020, the Bank moved COI into EBX. This ensures the alignment of data sources across the Bank with COI and strengthens institution-wide consistency. For instance, very recently, migrating COI to EBX helped to address an outstanding Internal Audit point concerning the alignment of the COI to the GET Handbook. In the words of an interviewee, “EBX will make sure we report consistently on EBRD activity in Kyrgyz Republic rather than sometimes in Kyrgyzstan.”

The Bank expects EBX to facilitate COI use across the Bank and help deliver a better and more complete aggregation of results across all of the Bank’s activities. That, in turn, will help in improved reporting of consistent and verifiable results at the country and institutional level.

In addition to introducing core standards and principles for data governance and management, **Data Management team successfully helps Bank’s teams to understand how they can establish ownership of data and use it for the benefit of entire organisation.** The Data Management achieves this via *Data Forums* and a *Data Quality Monitoring Tool*. Data forums bring together data stewards³ from multiple teams. The stewards identify problems and solutions, discuss them, and if there are system-wide problems, escalate them to a higher level. Data forums give teams the platform to express themselves as well as listen to others on data related matters.⁴

The data quality-monitoring tool is a screening template to assess quality of data produced by teams. This template helps the teams to understand the extent their data is aligned with the established standards and how to maintain it consistently.

Shortly after the establishment of the Data Management team, the Bank introduced Tableau - an analytics and visualisation software that enables users to combine reporting from multiple data sources in an interactive way and through visualisations that are easy to develop and share. Later, the Bank established the Tableau User Group that helps operational teams to understand how they can avoid data-related pain points with good data governance practices. The Tableau User Group, although young, appears to be a particularly vibrant network that attracted more than 90 participants to its online meetings and, additionally, it serves as a crowd-sourced FAQ for data practitioners. Essentially, Tableau and Tableau User Group are critical resources for Bank staff interested in developing their data understanding and

1. [An EBRD approach to Data Management](#)

2. [The Bank’s Compendium of Indicators: more effective in EBX](#)

3. A data steward is an oversight or data governance role within an organization, and is responsible for ensuring the quality and fitness for purpose of the organisation’s data assets, including the metadata for those data assets.

4. Data Management Team is working with four data forums with varying intensity and frequency. The respective counterparties at these forums are HR, CSRM-EPG, E2C2-TFCD and DCF.

analytics skills, learn about data projects from other departments and collaborate on data projects across teams. **These platforms facilitate the demonstration and use of information and insights that otherwise would remain hidden in their respective systems (Box 2).**

Box 2: Unravelling data – Selected examples

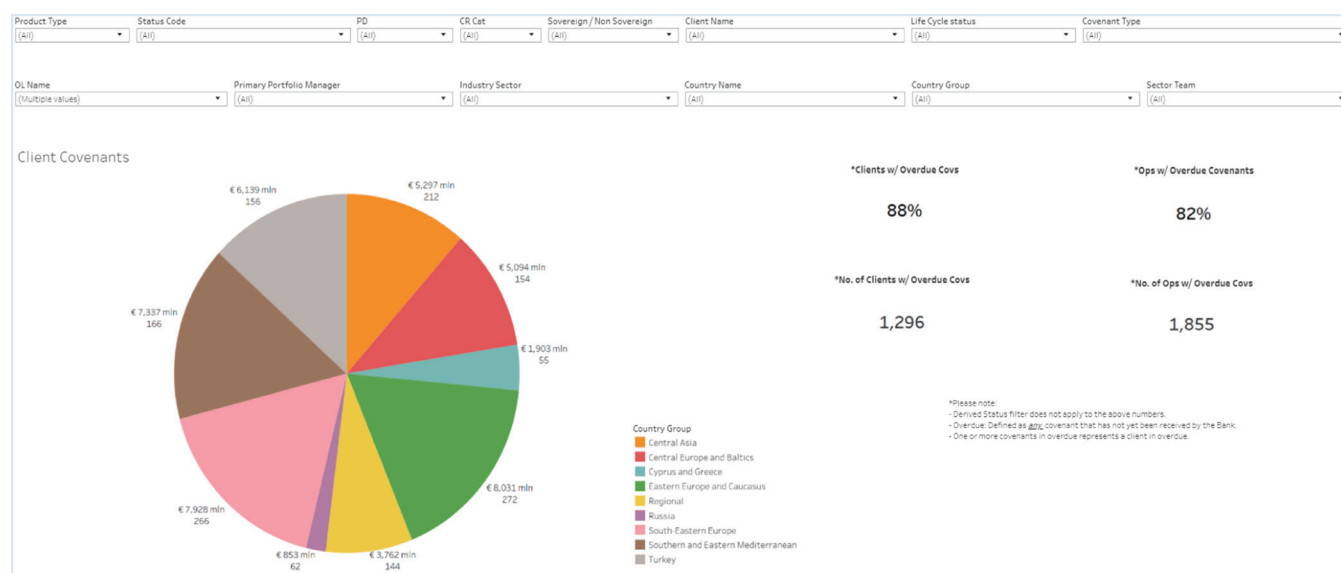
Business Analytics from the Bank's Client e-Procurement Portal

The Procurement Policy and Advisory department with support from the Data Management team recently developed the Bank's first project procurement dashboard using Tableau and published it on Business Performance Navigator. This dashboard identifies trends and patterns in tenderers' behaviour and in clients' contracting activities based on data from the Bank's Client e-Procurement Portal (ECEPP). This platform helps users construct their preferred model using interactive filters and a built-in set of actions to facilitate data-driven decisions and improved understanding of project procurement in the Bank's countries of operation.⁵ Thus, the dashboard substantially expanded the accessibility of real-time project procurement related information and all their planning and implementation activities.

What does the Bank know about the outstanding covenants in its signed portfolio?

Portfolio Management and Data Management collaborated over a period of 18 months to bring together dispersed pieces of information on covenants and established a single data frame. Once this initial snapshot of the Bank's covenant data was born, they started to use Tableau as the visualisation tool to better understand and refine the data. Following further enhancement and consolidation of data sources, a Covenants Dashboard (Figure 1) became live and linked to the existing 'Banking Operational' data source produced and maintained by Operational Strategy and Planning.⁶ Prior to the development of this dashboard there was no straightforward way to answer the question "What is the current situation with covenants execution across the bank?" and this problem was an issue raised during discussions between Risk and Internal Audit during the audit of covenants.

Figure 1: Covenants information available with a set of breakdowns and visualisation



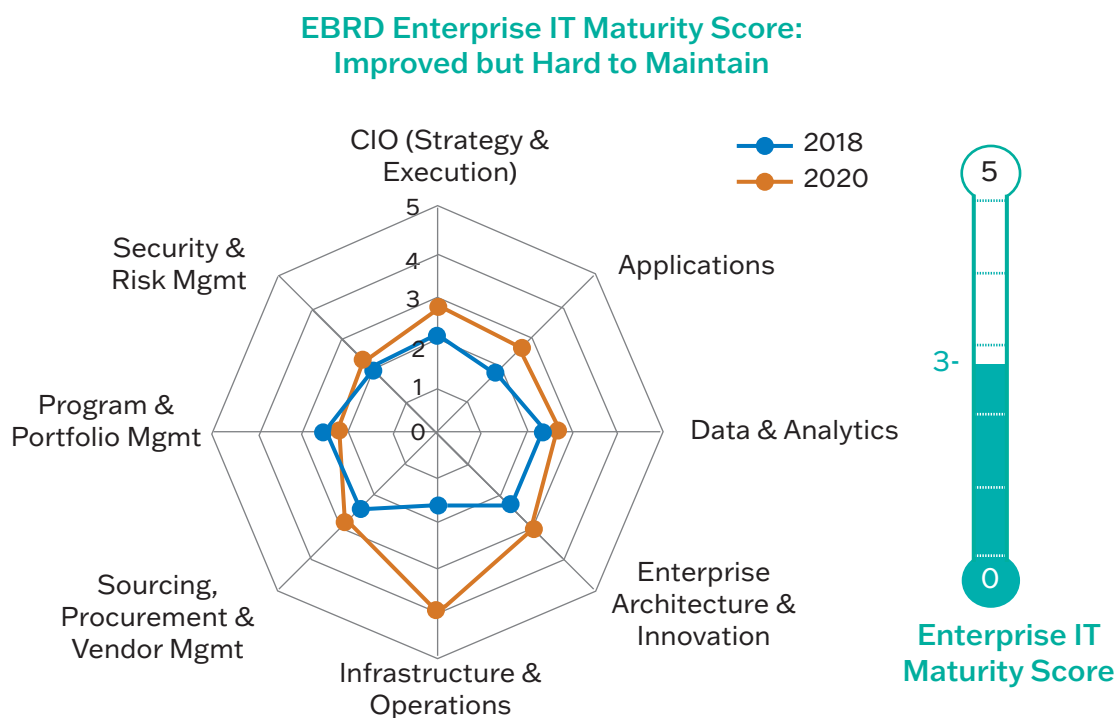
The Bank has made meaningful advances in relation to data quality and accessibility since the establishment of the Data Management team. It has put in place an institutional structure for data management – DataCom considers and decides on matters related to the Bank's data architecture and governance. Simultaneously, a *Data Architecture Working Group* coordinates the data-related work of Data Management and IT, including investment in data and analysis via Tech2025 and the Multi-Year IT investment plan.

5. [Leveraging innovation and technology for project procurement](#)

6. [Covenant analysis out of the shadows and into the light](#)

Despite significant progress, the improvement in data management has been uneven and there are remaining challenges: Between 2018 and 2020, improvements in *Data and Analytics* has been much more modest when compared to improvements in *IT Infrastructure, Applications and Enterprise Architecture*.⁷ Better capture, use and analysis of data is one of the objectives of Tech2020; however, as of February 2021, the achievement of objectives related to *enforcement and enabling of the accurate capture and multiple re-use of data across the Bank* stands at “Partially Blocked”.⁸ **Management plans to address this problem within the scope of ITMYIP and Tech2025.**

Figure 2: Tech2020 led marginal improvement in Data & Analytics



Source: Information Session: IT Multi Year Investment Plan (SGS20-213), 19 June 2020

In the absence of a unified EBRD-wide KM vision and model there is proliferation of bespoke data systems that negatively affect the Bank's ability to offer its clients knowledge products and knowledge-based solutions. This hinders internal knowledge flow and the availability of accurate, consistent, complete and up-to-date information and knowledge for management purposes. For instance, one of the bottlenecks that curbs the Bank's aspiration to integrate its transactional and policy work streams is its inability to integrate the Technical Cooperation Reporting System (TCRS) into Monarch. The Bank tracks transaction-related policy activities in Monarch and donor-funded technical cooperation activities in TCRS. However, it does not have an integrated knowledge storage/sharing system for policy activities that captures all forms of policy reform dialogue engagements (SGS21-087).

"it's almost impossible to find reports/documents produced by other teams on a related topic – often funded by donors, so should be openly accessible." - Interviewee

"TCRS, a system that is supposed to have reports for TC projects, is dysfunctional and does not deliver." - Interviewee

Although TCRS is the archetypical example of a heritage system that blocks progress towards enabling the accurate capture and multiple re-use of data across the Bank, it is only one of many heritage systems. Currently, an IT Technical Upgrades Programme (as part of ITMYIP) encompasses data integration technology (CS/BU/21-14) – IAD found no significant concerns with the setup of governance and management processes in relation to the Technical Upgrades programme (CS/AU/21-16).

7. [SGS20-213 : IT Multi Year Investment Plan](#)

8. [Tech2020 Q4 and Multi Year Investment – IT Quarterly Update \(Q4 2020\)](#)

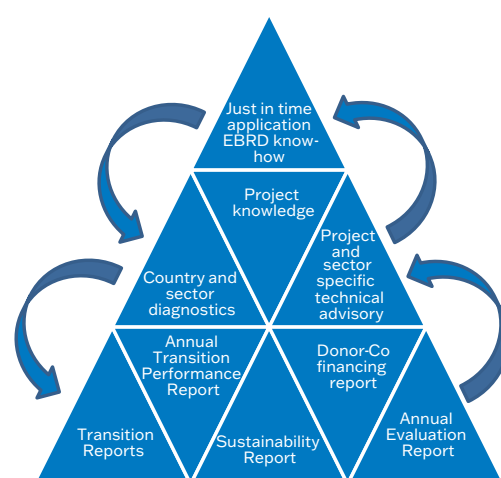
Since the initiation of OE&E, data management and governance have improved the way the Bank stores, organises and maintains data and how it transforms data into information. The business needs for data management and governance are well identified. Interest in improving in these areas is growing across several departments. With purposeful support by the Data Management team, several functional areas and business units have been able to identify data assets. This shows there are localised replicable practices in place and common processes and approaches are emerging. Despite this, reliable processes for enabling the flow of knowledge are not yet developed, and the rapid scaling up of positive processes and practices is constrained both technologically and behaviourally.

4. Accessibility and sharing of knowledge assets

Collaboration and use of appropriate knowledge are important for delivering the Bank's transition mandate. While data management and governance are vital to ensure standardisation and enterprise-wide consistency of data assets, by themselves they do not ensure that the Bank captures its know-how.

Knowledge flow within the Bank (as well with its clients and its country stakeholders) depends on the capacity of its staff to collaborate easily and to access and mobilise its data, information and knowledge assets. If there are barriers to knowledge flow and collaboration then transaction costs such as time, effort and energy are high. For instance, the existence of departmental silos – as repeatedly observed by Management – inhibit collaboration and knowledge sharing. For example, the Bank struggles to feed its project-level knowledge back into its knowledge products such as the Annual Transition Performance Report or its country diagnostics. That in turn limits the ability of corporate and country strategies to inform decision-making on the ground to address transition challenges (Figure 3).

Figure 3: A stylised representation of how EBRD know-how meets its client needs



Source: EvD's application based on Chioda, L., A. de la Torre, and W. Maloney (2014). "Toward a Conceptual Framework for the Knowledge Bank," World Bank Policy Research Working Paper No. 6623.

The Intranet was renewed starting in

2017. This aimed to enhance collaboration and the flow of knowledge. New tools for interactivity and engagement sought to improve communication amongst staff. Tools included staff profiles, the option to publish content directly (Posts), collaborative spaces, dashboards, bookmarks and an improved search function.⁹

The take-up of these tools has been strong though uneven. Some departments make a lot of use and others not much. The evaluation team analysed the content of the Intranet pages for most operational units to show their 'connectedness' and extent of proactive disclosure of specialised knowledge and data. Figure 2.1 in TP2 presents the results of this analysis in the form of a map that shows knowledge hubs; directories of staff by specialisation; training modules; guidance notes and manuals; links to Intranet posts.

The Client Services Group and particularly support units under VP3 and Risk and Compliance actively exploit the Intranet for Bank-wide knowledge dissemination. Currently, there are 17 knowledge hubs promoting collaboration across wide range of themes though coverage is not universal.

While the transformation of the Intranet augmented the Bank's ability to meaningfully share and access information, several bottlenecks remain. Notably, although interviewees generally acknowledge that the Bank has improved the Intranet search function, it is still not satisfactory given that the most-referred to benchmark is Google. IT is continuously improving the search function;¹⁰ however,

9. [New intranet: help and support](#)

10. [Intranet search - new and improved](#)

a growing backlog of work slows progress.¹¹ A practical solution to help address this problem would be to experiment with Recommender systems. Recommender system is a machine learning system that calculates and ranks similarities among products and proactively recommends relevant content to the user. It gathers data among products, and calculates the extent of similarity among them, ranks them and recommends the most similar products. Products can be recommended based on knowledge of the project that the user was involved in and interactions between the user and the item.¹²

Some quotes on the topic from interviewees follow:

"Intranet search function delivers mostly random results as the EBRD does not use tagging for the documents. It is therefore very challenging to find records of what the Bank did in the past."

"When we see that the search isn't working well we give feedback to IT, but they have a backlog. If users have problems, there are several buttons at the bottom of the page where you can contact the Intranet team. It is quite slow to action issues, but that is not within our control. It is an IT problem."

The uptake of knowledge from hubs remains low even beyond the issue of the inadequacies of the search function. The interviewees typically note that knowledge exchange is not a primary responsibility of those who contribute knowledge as many prefer (or are obliged) to remain focused on their core functions. In the absence of any institutional push factors, some interviewees consider the impact of knowledge hubs on knowledge sharing is limited or not sustainable as shown in the following quotes.

"We have a [] knowledge hub, with tools available, but very few people use it – I could probably count them on one hand. It is just the human psyche; human interactions are key. Knowing who to ask."

"For a while I supervised the [] Hub but concluded that it didn't make sense unless it was incorporated in the Bank structure."

"The [] Hub was dismantled but had around 150 members at one point – I was impressed at the number of people interested in innovation. In my opinion – we can have systems, databases etc., but banking is people's business."

However, this does not mean that there is low demand for knowledge sharing and collaboration within the Bank. A needs analysis related to collaboration and KM undertaken as part of the ITMYIP demonstrates the contrary. In fact it showed that dozens of teams actively look for solutions to address their problems related to matters such as client engagement, relationship management, KM, learning, training and research.

The Bank will address some of this need via the introduction of a tool for Customer Relationship Management (CRM) that was piloted and became the part of the ITMYIP. Additionally, the expectations from Microsoft 365 are high, which allows multiple people to edit the same document concurrently and launch a Skype session from within a working document. Yet, some note that, if not guided, Microsoft 365 may strengthen exiting silos as illustrated by the quotes which follow.

"Introduction of Office 365 will help dissemination of this work. There will be a [...] folder accessible for many ([...] is an early adopter of MS365)."

"EBRD infrastructure and IT systems are not great – Monarch is at an early stage and LiveLink does not deliver the things we really need. But hopes are high for MS 365 as [...] is among early adopters."

"However, the issue is how to use it without further compartmentalisation of the knowledge?"

Overall, since the upgrading of the Intranet and introduction of other platforms such as Data Governance Navigator and Business Performance Navigator, the Bank has reduced the bottlenecks to access and

11. Usefulness of intranet search function has direct implications on the utilization of other tools offered by the new intranet. For instance, a recent evaluation study makes the following observation (CS/AU/20-60): "LTP's internal visibility has improved and it is one of the most active parts of the Bank in sharing knowledge products, but there is substantial unexploited potential for knowledge management. This would require synthesis of findings and a better organisation and searchability of materials on the intranet and internet."

12. <https://intranet.ebrd.com/lessons-learned-application-and-recommender-system>

share knowledge. New platforms such as CRM, Microsoft 365 (Teams and SharePoint) and Pegasus¹³ are likely to further strengthen the knowledge flow and push down the transaction costs required to access and share knowledge. These costs – in the form of time and effort – are currently high because the modal way of accessing knowledge is informal networks as acknowledged by interviewees.

“Accessing to information happens via accessing informal networks. There are no alternatives. This requires a lot of back and forth and it is not efficient. But access to data systems are limited and information is mainly restricted.”

“Previously worked at EIB which provided much more accessibility – anybody can access any project document regardless sector or country.”

“the more complicated the guidance, the less effective it is, and the more inclined people are to use informal networks/arrangements. Without automation, it will still come back to learning from people.”

“We spend too much energy sharing info via emails. OECD Wiki is not rocket science – it is one of platforms that could facilitate collaboration and exchange of information. They had hopes for Spaces (section of EBRD Intranet), but it is very limiting. [...] Unfortunately, at the moment information sharing is very static.”

A common trend in transaction cost reduction is to introduce machine learning and auto-tagging technologies. Some MDBs are testing these tools and sharing their experience with peers in platforms such as the Private Sector Development Research Network and IFI KM CoPs. The typical use of these technologies consists mainly of improving search functionality and automatic generation of content. For instance, machine learning augments the search function that the IMF, European Central Bank, IFC and WB offer. Additionally, auto-tagging combined with text analysis helps IFC to categorise projects with respect to environmental and social risk. Similar applications include the classification of projects with respect to their alignment to SDGs.

More broadly, enterprises across a range of industries are making use of new tools such as computational mining from data, NoSQL, data lake environment, and Hadoop Distribution File System. These technologies are shaping the offerings of KM across industries, but call for a new breed of KM professionals and a new model of KM, based on rapid delivery of the right knowledge to the right people at real-time speed. This new KM model also relies heavily on collaboration with HR to develop people analytics and an expertise database as well as Customer Relationship Management (CRM). For this reason, Learning Management Systems (LMS) and People Analytics are becoming essential elements of knowledge management systems, however they are still in nascent form at the Bank.

To address these issues, the Bank should consider KM as an integral element of the organisation's learning and improvement strategies. Ongoing improvements in collaboration platform facilitates knowledge flow within the Bank. However, knowledge management remains to be embedded both above the flow of business as well as within the organisation's business processes. The introduction of a unifying knowledge management model would enable the Bank to enhance its capacity to develop integrated solutions to address clients' needs as well as promote the closure of transition gaps in its CoOs. Additionally, it would reduce the risk of further compartmentalisation of knowledge while investing in collaboration platforms.

13. Pegasus is a transition of the BOLDnet Board and management committee document management system, which was designed in the last millennium, to a modern and integrated software that will allow us to go paperless. Pegasus will support multiple layers in the Bank's corporate governance structure including Management Committees, Board Committees, Board meetings and – eventually – the Board of Governors.

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AVA Digital Awards

AVA Digital Awards
Cannes Corporate Media & TV Awards
Capital Group
Climate Bonds Initiative
David and Lucille Packard Foundation
Ford Foundation
Gartner Communications Award
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Harvard University PDIA toolkit
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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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