

QUALITY ASSURANCE PROCEDURES FOR BANK GROUP KNOWLEDGE PRODUCTS

Strengthening the Quality and Process Efficiency of Bank Group Knowledge Products

AFRICAN DEVELOPMENT BANK GROUP
GROUPE DE LA BANQUE AFRICAINE DE DÉVELOPPEMENT

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LIST OF ACRONYMS AND ABBREVIATIONS

ADF	African Development Fund
ADRev	African Development Review
AEB	Africa Economic Brief Series
AEO	African Economic Outlook
CCDNA	Country Capacity Development Needs Assessment
CDN/RDN	Country Diagnostic Note/Regional Diagnostic Note
CFARs	Country Fragility Assessment Reports
CFRs	Country Focused reports
CGPs	Country Gender Profiles
DAM	Delegation of Authority Matrix
ERIARs	Electricity Regulatory Index for Africa Report
PD	Presidential Directive
KMC	Knowledge Management Committee
KMS	Knowledge Management Strategy
MDBs	Multilateral Development Banks
MEO	Macro-Economic Performance and Outlook report
NTF	Nigeria Trust Fund
OM	Operations Manual
QAPKP	Quality Assurance Procedures for Knowledge Products
REO	Regional Economic Outlook
RMC	Regional Member Country
WP	Working Paper Series

EXECUTIVE SUMMARY

This report proposes Quality Assurance Procedures for Bank Group Knowledge Products (QAPKP). Knowledge products refer to the various reports and other knowledge brokering materials created by the Bank Group for the dissemination of development knowledge to various development stakeholders. The QAPKP's objectives are to (i) spell out the desired quality properties of the Bank Group knowledge products value chain, from the identification of knowledge needs to the initiation, preparation, peer review, finalization, clearance, and dissemination, and (ii) outline measures to ensure the effective implementation of these desired quality properties. The QAPKP also proposes (i) a new Presidential Directive (PD) and a new Delegation of Authority Matrix (DAM) for Bank Group knowledge products, and (ii) a PD establishing the Knowledge Management Committee (KMC). This report also proposes the incorporation of the QAPKP into the Bank Group's Operations Manual (OM) as 'Chapter 2 on Knowledge Products'.

Recognizing the critical role of high-quality knowledge as a catalyst to maximize and sustain the development impact of Bank operations, the new Ten-Year Strategy 2024-2033 prioritized investments in knowledge and in Bank knowledge management institutional capacity. Also, IDEV's evaluations on economic and sector work in the Bank (phase 1 in 2013 and phase 2 in 2024) identified challenges with the Bank's knowledge work, including issues related to (i) definition of ESWs, (ii) coordination, and (iii) quality assurance process for ESW. In response to IDEV recommendations, Management committed to key actions, including the finalization of (i) the QAPKP, (ii) the knowledge products' DAM (iii) the Presidential Directives on the review and clearance for knowledge products, (iv) the Presidential Directives that establishes the KMC, and (iv) the knowledge products chapter of the Operations Manual. This QAPKP implements these management commitments.

The Bank Group's Knowledge Management Strategy 2022-2031 (KMS 2022-2031) noted the uneven quality of knowledge products as one of the remaining major knowledge management challenges, which the Bank Group currently faces. KMS 2022-2031, therefore, prioritized the need to remedy this challenge towards ensuring that the Bank Group delivers high quality knowledge products that are relevant to its operations and policy dialogues with RMCs and development stakeholders at the country, regional and global levels. One of the key requirements towards achieving this objective is to strengthen the quality assurance process for Bank Group knowledge products. Towards this end, KMS 2022-2031 identified the preparation of a clearer, more effective, and more efficient QAPKP as one of its key deliverables.

RMCs' needs for high quality and context relevant knowledge to address their development challenges remain high. The Bank, therefore, needs to maintain its leadership role in leveraging high quality and relevant knowledge products and services to strengthen its development dialogues and guide RMCs' reforms and investment decisions. As envisioned in KMS 2022-2031, the QAPKP presented in this report aims to contribute toward achieving this objective.

1 INTRODUCTION

This report proposes Quality Assurance Procedures for Bank Group Knowledge Products (QAPKP)[1]. The QAPKP's objectives are to (i) spell out the desired quality properties of the Bank Group knowledge products value chain, from the identification of knowledge needs to the initiation, preparation, peer review, finalization, clearance, and dissemination of knowledge products, and (ii) outline measures to ensure the effective implementation of the desired quality properties. Towards this end, this QAPKP proposes (i) a new Presidential Directive (PD) and a new Delegation of Authority Matrix (DAM) for knowledge products, and (ii) a PD establishing the Knowledge Management Committee (KMC). This report also proposes the incorporation of the QAPKP into the Bank Group's Operations Manual (OM) as Chapter 2 on Knowledge Products.

The Bank Group has long recognized the critical role of knowledge in increasing the development impact of its operations in Regional Member Countries (RMCs)[2]. In this perspective, the new Ten-Year Strategy 2.0 prioritized investments in knowledge and Bank knowledge management institutional capacity. Also, IDEV's evaluations on economic and sector work in the Bank (phase 1 in 2013 and phase 2 in 2024) identified challenges with the Bank's knowledge, including issues related to (i) definition of ESWs, (ii) coordination, and (iii) quality assurance process for ESW. In response to IDEV recommendations, Management committed to key actions, including the finalization of (i) the QAPKP, (ii) the knowledge products' DAM (iii) the Presidential Directives on the review and clearance for knowledge products, (iv) the Presidential Directives that establishes the KMC, and (iv) the knowledge products chapter of the Operations Manual. This QAPKP implements these management commitments.

On 27 April 2022, the Boards of Directors approved the Bank Group Knowledge Management Strategy 2022-2031 (KMS 2022-2031). KMS 2022-2031 assessed the knowledge management needs of RMCs, the achievements and challenges of the Bank's past knowledge management efforts, as well as the experience of other development partners, and outlined a strategy for transforming the Bank into the premier provider of the knowledge that RMCs need to achieve superior outcomes on their development priorities. A key priority of KMS 2022-2031 is to ensure that the Bank delivers high quality knowledge products that are relevant to its operations and policy dialogues with development stakeholders at the country, regional and global levels. KMS 2022-2031 is articulated around two strategic pillars: Pillar 1: Strengthening the Bank's internal environment for knowledge management. Pillar 2: Strengthening the feedback loops between knowledge and Bank engagement in RMCs. One of the key requirements for the achievement of the objectives of KMS 2022-2013 is the strengthening of the quality assurance process for Bank Group knowledge products. In fact, KMS 2022-2031 noted the uneven quality of knowledge products as one of the Bank Group's remaining major knowledge management challenges and, therefore, identified a clearer, more effective, and also more efficient QAPKP as a key deliverable of the KMS 2022-2031 implementation process (see Page 14, Paragraph 49 of Board Document ADB/BD/WP/2022/21 and ADF/BD/WP/2022/18 dated 8 April 2022).

Section 2 of this report presents a categorization of Bank Group knowledge products. Section 3 presents the desired quality properties of Bank Group knowledge products. Section 4 presents key actions, which the Bank Group will take to strengthen the implementation of the desired quality properties of its knowledge products. Section 5 discusses the implementation arrangements. Section 6 offers some concluding remarks and recommendation.

2 TAXONOMY OF BANK GROUP KNOWLEDGE PRODUCTS

2.1 What is a Bank Group Knowledge Product?

In the broadest sense, all Bank products incorporate some type of knowledge. As generally accepted in the Multilateral Development Banks' (MDBs) community and in line with the KMS 2022-2031, Bank Group knowledge products refer to various reports produced by the Bank Group primarily to share knowledge[3] with RMCs with a view towards (i) shaping policies in RMCs through policy dialogues (ii) supporting Bank lending operations, and (iii) informing country, regional, continental, and global development dialogues. Bank Group knowledge products are generally carried out by Bank economists and sector experts, have a strong focus on analyzing economic and sector issues, are subjected to the review and clearance process applicable for these types of products and administered by the Bank, and are prioritized in the Bank Group's annual knowledge work program.

2.2 Bank Group Knowledge Products Categories

Categorization of Bank Group knowledge products is necessary for the proper management of knowledge, notably to facilitate the capture, codification, storage, and retrieval processes. Proper categorization also strengthens the quality of knowledge products by guiding Bank staff and other stakeholders in the determination of the type of product to deliver to better respond to the knowledge demand at hand.

This QAPKP proposes the following knowledge products categories: (i) flagship knowledge products, (ii) policy research reports; (iii independent development evaluation products, (iv) research publications, and (v) statistical products. Only knowledge products published under the above five categories shall qualify as Bank Group knowledge products and hence can be published with the Bank's logo, following due quality assurance and clearance as specified in the Delegation of Authority Matrix (DAM) for Knowledge Products (see Annex 1). A brief description of these categories is provided below:

2.2.1 Flagship Knowledge Products

These products showcase the best of the knowledge work conducted in the Bank and expand knowledge as public good, by providing detailed analysis, generally from a continental, regional or national perspective, of key development issues facing the Bank's RMCs in the global operating environment. Flagship reports are generally published at regular intervals and cover thematic policy issues of interest to the Bank Group and its member countries. Key flagship knowledge products include (i) the Africa's Macro-Economic Performance and Outlook (MEO) reports, (ii) African Economic Outlook (AEO) reports, (iii) Regional Economic Outlooks (REO) reports, and (iv) Country Focused reports (CFRs)4. Flagship reports generally aim to offer the Bank's distinctive and unique perspectives on development issues for a broad audience of development stakeholders, including government officials and policymakers, development partners, civil society, academia, and the private sector. Flagship reports are generally published as corporate products following a streamlined process of identification by the Bank's KMC during the annual work planning process, concept note preparation and presentation for consideration and clearance by the Chief Economist and Vice President for Economic Governance and Knowledge Management (VP-ECVP) and the President of the Bank Group, and subsequent presentation to the Senior Management Coordination Committee (SMCC) and the ECAM Committee of the Board for information, review and comments. These reports follow a clearly laid out process of internal and external peer review to ensure the quality of the reports at all stages. Details on the initiation and approval of flagship knowledge products are provided in the proposed DAM for Knowledge Products (see Annex 1).

2.2.2 Policy Research Reports

Policy Research Reports include all policy research papers and briefs produced to address operational and/or policy research questions of interest to the Bank Group and/or Member Countries. These products generally offer evidence-based analysis, and policy recommendations on socio-economic development issues facing RMCs, with the aim of shaping development dialogues and reforms being implemented and/or Bank operations. Policy Research Reports assemble facts and evidence to help readers, particularly policy makers, understand complex issues and help them make decisions.

Examples of Policy Research Reports include Country Fragility Assessment Reports (CFARs), Country Gender Profiles (CGPs), Electricity Regulatory Index for Africa Report (ERIs), sector reviews reports, private sector country profiles reports (PSCPRs), a country specific public expenditure review report (CPERs), a country's debt assessment report (CDARs), a country green growth model report, country fiduciary risk assessments reports, country capacity development needs assessment (CCDNA) reports, and other thematic review reports (TRRs), as may be approved by the Bank's Knowledge Management Committee (KMC) each year. This category includes not only economic studies but also sectoral studies—for example an infrastructure action plan for a specific country, a country energy tariff study report, or a country climate analysis report. Policy Research Reports would, therefore, be the category for most knowledge products produced by Bank staff, including country economists and sector experts.

The approval of the Policy Research Reports to be undertaken each year shall be the responsibility of the Bank's KMC as part of the Bank's annual knowledge work programing process. Once approved by the KMC for inclusion in the annual knowledge work programme, the preparation of the concept notes and drafting the reports shall be the responsibility of the concerned Department of the Bank Group with quality assurance (peer review) provided by the KMC and subject to final approval by the Vice President of the Complex concerned. For example, a policy research paper on cost reflective energy tariffs in countries shall be peer reviewed and cleared by the Bank Group's KMC and approved by the Vice President-PEVP who shall hold full responsibility for the quality and content of the final publication.

2.2.3 Independent Development Evaluation Knowledge Products

This category of knowledge products is delivered by the Bank's Independent Development Evaluation (IDEV) function. These products provide evaluative knowledge that enhance accountability and promotes learning or deepens the understanding of a development issue. They also contribute to fostering an evaluation culture within the Bank and RMCs. The overarching goal is to strengthen development effectiveness by improving policies, strategies, frameworks, operations, and processes. IDEV's knowledge products present evaluation findings, lessons, and recommendations on the relevance, coherence, effectiveness, efficiency, and sustainability of development interventions. They help identify what works, what does not, and the key factors that enabled or hindered success. By drawing lessons from past interventions, these products inform the design and implementation of future interventions. Additionally, they serve to engage and influence decision-makers, development professionals, the evaluation community, and the broader public.

The initiation, prioritization and quality assurance of these reports follow the established procedures of IDEV, which include rigorous review, approval, and dissemination processes. IDEV's evaluations adhere to international good practice standards set by the Evaluation Cooperation Group (ECG) and the OECD-DAC. To ensure the quality and usefulness of evaluation reports, IDEV implements internal and external peer reviews, and actively engages stakeholders, including the Board and Senior Management.

2.2.4 Research Publications

Bank research publications generally aims to share the findings of Bank research on existing or emerging development issues facing RMCs. Bank research aim to uncover new and innovative facts, development causalities, or new ways of interpreting development facts. Bank research publications include:

African Development Review: The African Development Review (ADRev) is a professional peer-reviewed journal devoted to the study and analysis of development policy on the continent. The ADRev emphasizes policy relevance of research findings, rather than purely theoretical and quantitative issues. The Review features (i) high quality analyses of recent critical African economic and social development issues (ii) empirical single-country or comparative analyses and case studies that shed light on development policy choices; and (iii) book reviews, conference reports and readers' comments on the articles. The articles cover a range of areas and issues, including: (i) macroeconomic policies (fiscal, monetary and exchange rate policy); (ii) economic and structural reforms including financial sector reforms; (iii) sectoral issues in agriculture, energy, mining and industry; (iv) infrastructure construction and human resource capacity; (v) private sector development; (vi) regional and international concerns such as debt, trade, capital flows, regional integration, south-south cooperation and globalization; and (vi) socioeconomic issues of income distribution and poverty alleviation. Wiley publishes the ADRev for the Bank Group four times yearly. The identification and quality assurance of these papers shall be conducted by the Board of the African development Review as a development Economics Journal. These individual papers shall not be counted as Bank Group Knowledge products pers se as the quality assurance shall not be subject to the Bank's KMC, SMCC or the Board. They, however, constitute a key tool for capacity building for Bank's research staff and to ensure that they keep up to date with developments in the subject areas of interest to inform the quality of Bank Group Knowledge Products.

2.2.5 Statistical Products

Statistical knowledge products include data and statistics generated by the Bank to inform Bank Group's operations, research, and policy dialogue in RMCs and in collaboration with partners. Statistical products could be outputs derived from statistical analyses that convey insights, trends, patterns, or conclusions on a phenomenon. They can be in the form of briefs, reports or any other forms of publication, which make extensive use of statistical information and analysis. Statistical products are generally knowledge and information dissemination products published or made available to Bank staff, policymakers, analysts, researchers, and the public.

Annex 2 presents a descriptive summary of Bank Group knowledge products categories.

3 DESIRED QUALITY PROPERTIES OF BANK GROUP KNOWLEDGE PRODUCTS

As emphasized in KMS 2022-2031, the success of Bank efforts toward enhancing its role as a knowledge solutions bank for Africa will ultimately depend on the quality and relevance of its knowledge work, the ability to ensure that knowledge generated is fit for purpose—useful and usable for improving the prioritization and quality of the Bank's operations and for improving the policy environment in the Regional Member Countries (RMCs) (see KMS 2022-2031, page 14, Paragraph 49). Through its knowledge works, the Bank seeks to double down on the development impacts of its operations in driving economic transformation in Africa by shaping policy discourse and policies on African development by its member countries. A critical first step towards achieving this objective is to identify desired quality properties, which Bank Group knowledge products should embody. This QAPKP identifies the following desired quality properties:

Clarity and relevance of the development question(s) to be addressed, and the objectives to be achieved: It is critical that a knowledge product clearly states the development issue(s) and key policy/research question(s) to be addressed, the objective(s) being pursued, and the product's target audience.

Relevance and coherence to Bank Group operations and development dialogues. The TYS 2024-2033, the KMS and IDEV's evaluation of economic and sector work (Phase 2) all strongly emphasized the development impact of Bank knowledge work. In this perspective, a key quality expected of Bank knowledge products is their relevance and coherence to Bank Group operations and development dialogues at the country, regional, continental, and global levels. The knowledge product should clearly state the extent to which the development issue(s), key policy/research question(s) and related reforms align with the Bank's operational and policy dialogue priorities in RMCs. Relevance to Bank Group operations will also require timely preparation and effective dissemination of knowledge products.

Soundness of the technical analysis. A sound technical quality includes a well-articulated set of questions with clear policy relevance, the use of a clear and appropriate methodology to address the key issue(s) identified, and the translation of the analysis' findings into operational, implementable recommendations to country, regional, continental, or global stakeholders. The analytical tools used should be the latest version of the available toolkits on the subject.

Data quality: Data to be used in knowledge products shall meet high quality criteria. This includes data accuracy, timeliness, relevance, interpretability, comparability, and credibility of the sources used. Data comparability shall emphasize the definition of concepts, coverage, and periodicity, especially when using cross-country data. The Bank knowledge products shall aim at using official statistics originating from national sources and specialized international organizations leading on a particular subject domain. The Bank's Statistics Department will be responsible for gathering and collating this data to ensure consistency and adherence to data quality standards. Bank Group knowledge products shall use data verified by the Bank's Statistics Department unless in occasions when such data does not exist within the Bank's data portals.

Consultations with internal stakeholders: These consultations help ensure consistency between the various activities undertaken by the Bank for the country/region/continent or on the theme being investigated, take advantage of multidimensionality and harness positive complementarities across sectors. For effectiveness, an integrative approach should be pursued as much as possible. Furthermore, harnessing complementarities across-sectors helps improve overall Bank effectiveness and maximize impact of country dialogue.

Consultations with external stakeholders, notably RMCs and RECs. Bank Group knowledge products should be tailored to meet the needs, address knowledge gaps, and build the capacity of the RMCs/Regions. Priority should be given to demand-driven work. Consultations with external stakeholders—for instance sister IFIs, universities, and

research institutes/think tanks, presentations at professional conferences/seminars/ workshops and, most importantly, country/ regional authorities and policymakers— should emphasize the topic's relative importance for the country's overall development, the readiness of the country's policymakers to address the relevant issue or undertake reforms, the existence of country/regional counterparts who are fully engaged, and the availability of data for quality analysis. The country's administrative, human capital and policy capabilities should be considered. Country and regional contexts (including ADF-only, ADB, Blend, stable, transition countries specificities, availability, and data quality, etc.) should be adequately accommodated in knowledge products.

Overall, the quality of knowledge products can be enhanced, and their relevance strengthened through adequate consultations with internal and external stakeholders and, particularly with the knowledge product's specific target audience. Involving stakeholders in the knowledge work from initiation, and throughout the analysis up to the formulation of conclusions and recommendations helps improve quality and increase impact.

Prioritization, selectivity, and strategic positioning of the Bank. Knowledge products are most effective when they result from prioritization, with a preferably three-year rolling time frame and appropriate sequencing to support development of the Bank's operational programme. Some pieces of knowledge work may best precede others: For example, a poverty report may be a highly useful prerequisite for a report that deals with social protection or inclusive growth. Prioritization, selectivity, and strategic positioning also take into consideration the Bank's comparative advantage, capacity to deliver, alignment with its policies and strategies, and potential for partnerships with other development partners, including the potential for joint funding. Prioritization will generally be reflected in the inclusion of the knowledge product in the Bank's country/ regional/continental/global work program. For country/region-focused knowledge products (e.g. the above-mentioned infrastructure action plan for a specific country, a country energy tariff study report, or a country climate analysis report) the prioritization process will commence with the submission of the proposed knowledge products to the ECVP from all sectors of the Bank. The ECVP will, in consultation with the relevant business units of the Bank Group, check and prioritize knowledge products based on a set criteria including relevance to operations. The list of knowledge products will be submitted to the KMC for consideration and approval.

The three-year prioritization and planning approach notwithstanding, the Bank should also be ready to undertake ad hoc knowledge work when necessary. For instance, when requested by national authorities (e.g., a government policymaker requesting the Bank to prepare a short think piece on a pressing development topic), the Bank should respond promptly, efficiently, and effectively (including through mid-course reprioritization of knowledge work programme or mobilization of resources from potential financiers). This will be crucial to the Bank's positioning as a provider of top-notch expertise and as a knowledge-based institution.

Quality skills mix: Only suitably qualified, knowledgeable, and experienced employees with a good track record in the area being investigated should be assigned task management responsibilities for knowledge product. Less experienced employees could also be included in the task team to work under the supervision of the more experienced Task Managers. To ensure institutional memory and hence continuity, consultants should be deployed only under the Task Manager's strict supervision. For some knowledge work undertaken jointly with other partners, skilled staff from the partner institutions should as much as possible complement the available skills mix.

Value-addition: Bank Group knowledge products should aim at adding value to the existing knowledge stock. This may include recourse to improved methodology, improved data, study of new subjects, new applications of tested methodologies, new perspectives on existing issues through innovation. In this regard, the Bank's knowledge products must embody the unique focus on development policy and operational research and knowledge intelligence / analytics to inform development discourses. Pure research questions for intellectual curiosity that can be addressed by universities shall only be addressed in rare occasions when such capacity does not exist in African institutions and in collaboration with African Think Tanks and Universities when appropriate.

Presenting actionable policy options, not prescriptions: To the extent applicable, Bank Group knowledge products should provide policymakers with feasible options, alternatives, policy recommendations and reforms, which carefully weigh pros and cons and their different effects on Africa's development, rather than mere academic prescriptions and generic/standard solutions. The more concrete examples of relevant real-world experiences are discussed, the better. One of the most important aspects of presenting options is the provision of the main arguments to inform selecting from a range of options. The arguments should be simple, easy to understand, and accompanied with supporting data and examples.

Arrangements for the implementation of the knowledge product recommendations: When presenting the policy options, recommendations and reforms, issues of implementation and risks, including risks of failure, possible negative social effects, and political economy considerations, should be discussed. To the extent possible, knowledge products should address these issues and suggest solutions.

Dissemination and valuation for maximum impact: Achieving maximum impact of completed knowledge products through proper dissemination and valuation is a key quality property. Accordingly, completed knowledge products will be shared with all relevant stakeholders through a carefully planned dissemination and valuation program, and catalogued on the Bank websites including in the interactive knowledge repository portal of the Bank's Virtual Capacity Development Academy (VCDA). The knowledge product delivery process and dissemination strategy should be specifically tailored to suit the main channel of impact targeted. Knowledge products have five channels of impact, namely: (i) Bank lending operations to be undertaken, and on-going operations in the Bank's country portfolio that may benefit from knowledge for mid-term adjustments (ii) technical assistance to be provided, (iii) informing the Bank's program based operations to drive structural reforms in countries, (iv) informing country, regional, continental, and global development strategies, action plans, dialogues and reforms, and (v) directing changes in policies and actions in the Bank, the RMCs and Development Partners through policy dialogue.

To impact these channels, Bank knowledge products should be adequately disseminated, both internally and externally. Internal dissemination should be focused to reach the relevant actors, such as the Board, Vice-Presidents' Offices, Directors, and all staff for whom the topic could be of interest. For efficiency gains, Bank Units which originated the knowledge product will collaborate with the African Development Institute (ECAD) - the Bank's specialized Department responsible for knowledge management and information services for tailored dissemination of the approved knowledge products to the appropriate stakeholders internally and externally. Dissemination of knowledge products to external stakeholders should ensure that the right audience is reached (Government, private sector, development partners, media, public, civil society). When appropriate, ECAD will liaise with PCER - the Communications and External Relations Department of the Bank Group – to disseminate key findings through traditional media, the Bank's website, other distribution networks, social media tools already developed, including AfDB knowledge Cafes, blogs, etc. Only duly approved knowledge products shall be disseminated as the Bank Group's Knowledge Products. In a nutshell, the Bank's knowledge products are only as good as the quality of the participative process implemented to ensure their proper dissemination and valuation

Bank Group knowledge products are generally disseminated through various knowledge events, which include corporate conferences, seminars, or trainings. Flagship knowledge events bear the unique signature of the Bank, are hosted regularly by Bank complexes – leveraging the Bank's convening power to disseminate flagship knowledge products and conduct high level policy dialogue on their key recommendations. Examples of such flagship events include the Bank's Annual Meetings Knowledge Events, the African Economic Conference (AEC), the Kofi Annan Eminent Speakers Series (KA-ESLS), the Global Community of Practice Seminars (G-CoPs), the biennial evaluation week, and specialized launch events for the African Economic Outlook Reports (AEOs); the Regional Economic Outlook Reports (REOs) and the Country Focused Reports (CFRs). In addition to these high-level knowledge events managed by the ECVP; other knowledge events are convened by several Units of the Bank in the form of research

seminars for internal learning and knowledge sharing with stakeholders. Example of such knowledge/learning events are the Bank research seminar series, the knowledge café, podcasts, IDEV capitalization workshops, and training activities. To ensure effective coordination and effective use of staff time and budget resources, these knowledge seminars and learning events shall be prioritized alongside other proposed flagship knowledge events during the Bank-wide work programming on knowledge management activities overseen by the Bank's Knowledge Management Committee (KMC).

Sound peer review process: It is important that Bank Knowledge products go through a thorough review process administered by the Bank before dissemination. Given the need to inform and shape developmental policy on the continent, it is essential that users be assured of the quality of the Bank's knowledge products and are confident in its application/utilization. All Bank Group Knowledge Products must undergo an internal review process, overseen by the Bank's KMC. In addition, a college of external peer-reviewers (minimum of three), carefully selected for their expertise and African experience in the subject area, shall be engaged to peer-review all Bank Group flagship knowledge products, policy research reports and research publications. The Bank's independent development evaluation knowledge products shall follow the peer review procedures tailored to their peculiar nature and needs – defined by IDEV. Annex 6 presents the review and clearance process for Bank Group knowledge products.

Results tracking: As underlined above, the TYS 2024-2033 IDEV's evaluation of economic and sector work (Phase 2) and the KMS all strongly emphasized the results and development impact of Bank knowledge work. Achievement of results was also a key consideration in IDEV's 2024 evaluation of economic and sector work (Phase 2). In line with these strategic considerations, all knowledge products will be accompanied by a memo describing the quantitative and qualitative indicators for tracking the achievement of their expected outcomes and development impacts. The completion reports will describe the dissemination process and results and indicate any outcome or influence of the knowledge product on the targeted policies/actions of the RMC/Region and early impact (the early change in development outcomes contributed by the policy actions), if possible. These completion reports shall be submitted to IDEV to inform their preparation of independent evaluation reports for completed knowledge products based on its own evaluation policies and work program when appropriate. The Results Monitoring Department (SNDR) will help to adapt a light version of PCR for knowledge products. The Bank's knowledge products as well as Bank supported policy reforms shall be entered into the E-Platform for Bank Non-Lending Activities, with the inputs from Lead/Country Economists, Country Programme Officers/Regional Programme Officers, Regional Integration Coordinators and Sector Experts.

Applicability of the quality properties: It is possible that the quality properties discussed above might not apply at the same depth across all knowledge products. Annex 4 clarifies the extent of application of the quality properties across knowledge products categories.

Annex 3 summarizes the process for preparing quality knowledge products in eleven Steps.

4 STRENGTHENING THE IMPLEMENTATION OF THE DESIRED QUALITY PROPERTIES OF BANK GROUP KNOWLEDGE PRODUCTS

4.1 Strengthening the Clarity, Effectiveness and Efficiency of the Review and Clearance Process for Knowledge Products

Whichever category is used, a quality assurance process is required to ensure the delivery of the best possible knowledge products. An effective and efficient review and clearance process is essential to ensuring the quality of the outputs of the Bank Group's knowledge work. There is currently no PD or DAM governing the review process of Bank Group knowledge products. The recently issued PD no 07/2024 dated 26 June 2024 "Concerning Bank Group review and approval processes" and the newly issued 2023 Updated One Bank DAM promulgated by PD no 03/2024 dated 16 July 2024 do not cover knowledge products. These instruments have made provisions that the PD and DAM for knowledge products will be issued in due course. Furthermore, the internal audit report on research and knowledge in the Bank and a management review of the quality assurance process for knowledge products, both conducted in 2019, noted the need for a clear, rigorous, and efficient review and clearance process for knowledge products in the Bank. KMS 2022-2031, therefore, envisions the preparation of a new review and clearance process for knowledge products, as part of efforts aimed at strengthening knowledge management in the Bank (see KMS 2022-2031, Page 14, Paragraph 49).

A robust review and clearance process requires, at each stage of the process, quality reviewers who are highly knowledgeable about the issues at hand. The involvement of high caliber external reviewers is crucial. The new review and clearance process will aim to ensure that the Bank Group's knowledge work value chain (from identification of knowledge needs to preparation of knowledge products, review, clearance, dissemination, completion, and post-evaluation) meets the highest standards of quality and embodies the above-discussed quality properties. Annex 5 provides indicative guidance for reviewers of Bank Group knowledge products (more detailed sub-criteria will be developed in due course as experience is gained in the implementation of these QAPKP). The KMC will facilitate the implementation of both the new review and clearance process and the DAM for knowledge products. With a view to strengthening their effectiveness and efficiency, this QAPKP proposes that these new quality assurance tools shall be issued by Administrative Instructions . Annexes 1, 6, and 7 present the proposed draft "One Bank" DAM for knowledge products, the new Administrative Instruction on the review and clearance process for Bank Group knowledge products, and the new Administrative Instruction concerning the establishment of the KMC.

Bank Group knowledge products generally bear the Bank's name and logo, as well as a disclaimer indicating that the findings, interpretations, and conclusions therein contained are those of the author(s) and do not necessarily represent the view of the Bank Group, its Board of Directors, or the countries they represent. Including the Bank's logo on a report comes with some fiduciary responsibility for its contents by the Bank Group. Only the five categories of Bank Group knowledge products shall carry the Bank's logo when due process of initiation, production and approval described in this document have been duly complied with. All other reports or knowledge works produced by individual staff of the Bank Group for their personal carrier development and interest shall not carry the Bank's logo and/or be ascribed to the Bank Group.

4.2 Strengthening the Human Capital of Bank Staff

In addition to a rigorous, effective, and efficient review and clearance process, ratcheting up the quality of the Bank Group's knowledge products also requires highly skilled staff, with in-depth research and/or operational knowledge and capacity to carry out state-of-the-art analysis of the development issues facing RMCs in the sectors and thematic areas of Bank interventions. This also involves providing the tools to enable Bank staff to effectively carry out their functions of delivering and disseminating/valorizing quality knowledge products. The Bank will, therefore, need to continuously raise awareness about the quality properties of sound knowledge work discussed above,

train staff to implement them, and provide the required tools. As committed to in KMS 2022-2031, Management is implementing actions to respond to these training needs. On the operational knowledge front, the Operations Academy and the Bank's Institutional and Fiduciary Clinics provide useful resources for staff. On the sectoral and thematic analytical capacity front, Management will continue to implement various training activities to further enhance the skills base of Bank staff.

4.3 Incorporating this QAPKP in the Bank Group Operations Manual as "Chapter 2 on Knowledge Products"

Once finalized, this QAPKP will be incorporated in the Bank Group's OM to familiarize staff with the desired quality properties of knowledge products and the applicable review and clearance processes. This will further strengthen the implementation of these quality properties and processes in Bank Group's knowledge work. The OM is a compendium of documents that serve as an authoritative repository of information on Bank Group corporate and organizational structures, principles and values, goals and objectives, strategy and priorities, policies and guidelines, business processes, rules, and procedures. The OM is made available to staff as a key reference resource to assist them in their day-to-day conduct of the Bank's business.

5 IMPLEMENTATION ARRANGEMENTS

The KMC, which is chaired by the Chief Economist and Vice-President for Economic Governance and Knowledge Management, will coordinate the implementation of the QAPKP, working in collaboration with all Complexes and Organizational Units. To enhance the visibility and dissemination of knowledge products, standard presentations of the knowledge product types discussed in Section 2 will be developed. Annex 7 presents the purpose, functions, membership, reporting lines and meetings arrangements of the KMC.

6 CONCLUSION AND RECOMMENDATION

Conclusion. In a fast-changing global landscape, RMCs' increasing needs for high-quality knowledge products from the Bank to address their development challenges remain high. The Bank, therefore, needs to maintain its leadership role in leveraging high quality and relevant knowledge products and services to strengthen its development dialogues, double down on the development impacts of its operations, and guide RMCs' reforms and investment decisions. As envisioned in KMS 2022-2031, the QAPKP presented in this report aims to contribute toward achieving this objective.

Recommendation. OpsCom is invited to consider and approve this QAPKP, and its submission to the President for clearance for submission to the Boards of Executive Directors for information.

ANNEXES

Annex 1: **"One Bank" Delegation of Authority Matrix for Bank Group Knowledge Products**

Delegation of authority on key activities that concern the delivery of knowledge products by Bank Staff. Bank Group knowledge products refer to various reports produced by the Bank Group primarily to share knowledge with RMCs with a view towards (i) shaping policies in RMCs through policy dialogues (ii) supporting Bank lending operations, and (iii) informing country, regional, continental, and global development dialogues and reforms. Bank Group knowledge products are generally carried out by Bank economists and sector experts, have a strong focus on analyzing economic and sector issues, and are subjected to the Bank's review and clearance process applicable for these types of products, and are prioritized in the Bank Group's annual knowledge work program reviewed by the Knowledge Management Committee.

Upon its approval and signature, this DAM for knowledge products shall be inserted in the Bank Group's 2024 DAM, where there is a placeholder for it.

Key Stakeholders	
The Chief Economist & Vice-President, ECVP	
Vice-President, PIVP	
Vice-President, AHVP	
Vice-President, RDVP	
Vice-President, PEVP	

Standard Authority Codes

The following Standard Authority Codes are used in the 2023 DAM

Authority Level		What the authority level involves: Work to be done + Responsibilities + Accountability
I	Initiate / Originate	I_1: To launch a process or activity; and/or I_2: To prepare a relevant, distinct output of that process or activity; and/or I_3: To participate in a multi-disciplinary / interdepartmental Task Team collectively responsible for a process or activity.
C	Check and Verify	C_1: To examine an activity against a formal checklist of quality standards, requirements, or preconditions and permit the activity to proceed to the next step only if all the set standards, requirements, or preconditions have been satisfied; or
		C_2: To clear the action or decision examined to proceed to the next step since it complies with applicable policies and regulations following appropriate consultation with relevant departments (e.g., PGCL, SNFI, etc)
C	Consult	C_3: In the case of the Bank's Independent Functions, notably Independent Development Evaluation, and Independent Compliance Review and Mediation, to tap the opinions, perceptions, or assessments of a responsible official, or knowledgeable, well-informed expert. (This is distinct from "Check and Verify", above.
		C_4: In the case there is a requirement to consult the Board of Directors or the Board of Governors, while the President or Management has the authority to approve.
R	Review and Recommend	R_1: To examine a submitted activity or output critically and assess its validity, value, or contribution from a number of well-defined perspectives (including compliance with the letter and spirit of adopted policies and regulations, alignment with established strategies and priorities, etc.) and provide concrete suggestions for alternative approaches aimed at specific improvements, or to guide further steps; or
		R_2: To examine a submitted proposal critically and determine whether it meets essential quality standards and requirements and, if it does so, clear it to be submitted to a higher authority, accompanied by a statement advocating for the proposal and/or identifying specific issues that need guidance or decision.
A	Endorse / Approve / Sign	A_1: To validate an activity, or accept an output, or endorse a proposed decision submitted for consideration; or
		A_2: To provide the final authority to proceed to implement a decision—anchored on certitude of adequate due diligence having been carried out by responsible officials to ensure appropriate quality standards, adherence to policies, safeguards, laws and regulations, alignment to strategies and priorities, and good risk management; or
		A_3: To append one's signature on a document to signify knowledge, agreement, approval, or acceptance on behalf of the Bank Group.
FC	Final Clearance for Dissemination	1. To clear the document for public dissemination
(i)	To be Informed	1. Having the right or privilege to be provided information on an activity or proposal that is under review; and/or 2. Having the obligation to find and process information on an activity or proposal that is under review. 3. No formal responsibility to act on the information in this activity but not excluded from exercising influence.

KNOWLEDGE 4.100 : POLICY RESEARCH REPORTS

DAM No:	KNOWLEDGE 4.110	PRST/ECVP/FIVP/SNVP/CHVP/RDVP/AHVP/PEVP/PIVP	**Authority Codes**
Process:	4.110 ANNUAL KNOWLEDGE WORK PROGRAMME AND BUDGET 4.120 POLICY RESEARCH REPORTS (including country/regional diagnostic notes, gender profiles, private sector country profiles, country climate assessment, a study on cost reflective tariffs, country capacity development needs assessment reports, etc.)		I Initiate/Originate C Check and Verify R Review / Recommend A Approve / Validate FC Final Clearance for dissemination
Date:	June 2024		(i) To be Informed

Activity No.	ACTION	Task Manager & Task Team [2]	Responsible Regional Lead Specialist[3]	Country Manager / DDG[5]	Responsible Division Manager[6]	Division Managers, ECVP Departments [7]	Managers: Policy, Safeguards, and QA Deptments[9]	Director, Research Department[10]	DG/DDG [11]	Senior Director, Country Economics Department	Responsible Department Director [12 12bis]	KMC [13]	Responsible Vice-President[14]	Chief Economist & VP, ECVP [15]	OPsCOM	Relevant Board Committee [16]	PRST	BOARD OF DIRECTORS
4.110	ANNUAL KNOWLEDGE WORK PROGRAMME AND BUDGET																	
4.111	Prioritization of Annual Knowledge Work Programme and Budget		C	I	I	I		I	I	I	I	A		C				
4.120	POLICY RESEARCH REPORTS (including country/regional diagnostic notes, gender profiles, private sector country profiles, country climate assessment, a study on cost reflective tariffs, etc..)																	
4.121	Task Team Composition				I						R		A					
4.122	Peer Reviewers Team Composition[4]				I						R		A					
4.123	Concept Note[1]	I			C						C	R	A					
4.124	Main Report[8]	I			C						C	R	A	(i)				

KNOWLEDGE 4.200 : FLAGSHIP PRODUCTS, RESEARCH PUBLICATIONS, INDEPENDENT DEVELOPMENT EVALUATION PRODUCTS, AND STATISTICAL PRODUCTS

DAM No:	KNOWLEDGE 4.200	PRST/ECVP/FIVP/SNVP/CHVP/RDVP/AHVP/PEVP/PIVP
Process:	4.210 Flagship Products 4.220 Research Publications (African Development Review Articles) 4.230 Independent Development Evaluation Products 4.240 Statistical Products	
Date:	June 2024	

Authority Codes	
I	Initiate/Originate
C	Check and Verify
R	Review / Recommend
A	Approve / Validate
FC	Final Clearance for dissemination
(i)	To be Informed

Activity No.		Task Manager & Task Team [2]	Responsible Regional Lead Specialist [3]	Team of Peer Reviewers [4]	Country Manager/ DDG [5]	Editor, African Development Review	Responsible Division Manager [6]	Responsible Division Manager in the Research Department	Division Managers, Other Concerned Departments[8]	Managers: Policy, Safeguards, and QA Depts[9]	Director, Research Department[10]	DG/DDG [11]	Division Manager, PGRF	Responsible Department Director [12]	KMC [13]	All Vice-Presidents	Responsible Vice-President[14]	Chief Economist & VP, ECVP [15]	SMCC	Relevant Board Committee[16]	PRST	BOARD OF DIRECTORS
4.210	Flagship Products (e.g African Economic Outlook Report, Regional Economic Outlook Reports, Africa's Macro-Economic Performance and Outlook reports, Country Focus Reports)																					
4.211	Peer Reviewers Team Composition													I			A	(i)				
4.212	Selection of the Theme						I							I	C	(i)	R	A		(i)	FC	(i)
4.213	Task Team Composition						1							C		(i)	A	(i)				
4.214	Concept Note													I	C	(i)	R	A	R	(i)	FC	(i)
4.215	Main Report[8]						I							I	C	(i)	R	A	R	(i)	FC	(i)
4.220	Research Publications (African Development Review Articles)																					
4.221	Peer Reviewers Team Composition	I		(i)			R				A							(i)				
4.222	Main Paper	I					R				A							(i)				
4.230	Independent Development Evaluation Products																					
4.231	Independent Development Evaluation Products by IDEV (Various Reports)	See IDEV DAM																				
4.240	Statistical Products																					
4.241	Peer Reviewers' Team	I			(i)		R							A								
4.242	Main Report	I			R	(i)	R							A								

Notes to Matrix 4.200: See explanatory notes to Matrix 4.100.

KNOWLEDGE 4.300: DISSEMINATION, VALUATION, AND COMPLETION OF BANK GROUP KNOWLEDGE PRODUCTS

DAM No:	KNOWLEDGE 4.300	PRST/ECVP/FIVP/SNVP/CHVP/RDVP/AHVP/PEVP/PIVP
Process:	4.310 Missions to disseminate knowledge products 4.320 Flagship Knowledge Events 4.330 Knowledge Events 4.340 Media Engagement for Communication of Knowledge Products 4.350 Completion	
Date:	June 2024	

Authority Codes	
I	Initiate/Originate
C	Check and Verify
R	Review / Recommend
A	Approve / Validate
(i)	To be Informed

Activity No.		Task Manager & Task Team [2]	Responsible Regional Lead Expert[3]	Country Manager [5]	Responsible Division Manager [6]	PCER Task Manager	Responsible Division Manager, PCER	Managers: Policy, Safeguards, and QA Depts[9]	Director, RDRI / RDTS	RDG [11]	Responsible Department Director [12]	Responsible Vice-President[14]	Chief Economist & VP, ECVP [15]	Division Manager, PGCL	Director, PSEG	Director, PCER	OPsCOM	Relevant Board Committee[16]	PRST	BOARD OF DIRECTORS DIRECTORSDIRECTORS
4.310	Missions to disseminate knowledge products (See provisions on Bank Group missions DAM Section 7.110)																			
4.320	Flagship Knowledge Events																			
4.321	Task Team Composition				I						R	A								
4.322	Selection of the theme, venue, and date			C	I						R	A	(i)			(i)			(i)	
4.323	Concept note, Agenda, and List of Speakers			C	I						R	A	(i)			(i)			(i)	
4.324	Board Information Note			C	I						R	A	(i)		(i)	(i)			(i)	(i)
4.330	Knowledge Events																			
4.331	Task Team Composition				I						R	A	(i)			(i)				
4.332	Selection of the theme, venue, and date			C	I						R	A	(i)			(i)				
4.333	Concept Note, Agenda, and List of Speakers			C	I						R	A	(i)			(i)				
4.340	Media Engagement for Communication of Knowledge Products																			
4.341	PCER Contacts with Journalists					I					C	R	(i)			A				
4.342	Implementation of Media Related Dissemination			C		I					C	R	(i)			A				
4.350	Completion																			
4.351	Preparation of completion report for eligible knowledge products	I		C	C						R	A								

Notes to Matrix 4.100 (to be continued onto next page)

1. For Country Diagnostic Notes/Regional Diagnostic Notes (CDNs/RDNs), PD 03/2024 dated 16 July 2024 promulgating the 2023 DAM and PD 06/2024 dated 26 July 2024 concerning Management Committees subordinate to the SMCC and OpsCom will apply. The preparation of a Concept Note will not be necessary. TQAC ECVP will review and clear CDNs/RDNs for submission to the Chief Economist and VP, ECVP for approval.

2. **Task Manager:** Staff from a Department/Organizational Unit in any Complex. For country/region focused knowledge products, the Country Economist responsible checks/verifies knowledge products for their inclusion in the annual knowledge work program. Task Team: Appropriately composed team of staff seconded by Bank Organizational Units to prepare the knowledge product.

3. **Responsible Regional Lead Specialist:** Regional Lead Specialist, covering the country(ies) concerned by the knowledge product, in the Department/Organizational Unit authoring the report. For country/region focused knowledge products, the Lead Economist responsible checks/verifies knowledge products for their inclusion in the annual knowledge work program.

4. **Team of Peer Reviewers:** Team composed of experts from (a) the originating Department, (b) other Bank Departments possessing pertinent analytical knowledge, and (c) invited external experts in the subject area(s) of the knowledge product.

5. **Country Manager (or DG, DDG, Director RDRI):** Country/region-focused economic and sectoral knowledge products shall be prioritized by the DGs/DDGs, Country Managers and Director RDRI and RDTS, in close consultation of their respective country and regional teams and reviewed by the country economics department for submission to the KMC for consideration and approval.

6. **Responsible Division Manager:** A Division Manager in a Department in any Complex that is originating a knowledge product.

7. **Division Managers, ECVP Departments:** Division Managers in any of the Departments in the Chief Economist and Vice-Presidency for Economic Governance and Knowledge Management Complex.

8. For country/region-focused policy research reports/flagship reports (such as, for example, REOs and CFRs) the responsible ECCE Division Manager should be consulted. Drafts of the report should be shared with him/her for potential comments. Drafts of the reports should also be shared with the DG/DDG/CM for potential comments. The DG/DDG/CM shall (i) participate in report's review process for the knowledge product concerning his/her country/region, (ii) participate in the high-level debriefing meetings of the Bank's sector departments with the Government/regional authorities when presenting/discussing the study's findings/recommendations, and (iii) ensure that country/regional authorities have no objection to the production and subsequent publication of the report. The Directors RDRI and RDTS will also participate in the report's review process and provide comments.

9. **Managers of Policy, Safeguards, and Quality Assurance Departments**, including AHGC (gender and women's empowerment), AHHD (youth employment), PECG (climate change and green growth), SNDR (results frameworks), SNFI (fiduciary inspection), SNQQ (quality assurance), SNSC (environment and social safeguards), and SNSP (strategies and policies).

10. **Director, Research Department:** Director of the Research Department.

11. **Director-General/DDG** overseeing the country or countries covered by the knowledge product.

12. **Responsible Department Director:** Director/Head of the Department/Organizational Unit originating the knowledge product is expected to clear all reports before submitting them for higher-level review.

12bis. For country-focused policy research reports other than the country diagnostic notes and regional diagnostic notes, the Senior Director ECCE should be consulted. Drafts of the report should be shared with him/her for potential comments.

13. **Knowledge Management Committee (KMC):** Chaired by The Chief Economist and Vice-President for Economic Governance and Knowledge Management, the KMC was established to strengthen the coordination, effectiveness, efficiency of Bank Group's knowledge work with a view towards sharpening the strategic focus, selectivity, quality, relevance to Bank Group operations and policy dialogues with country/regional/continental/global policymakers of knowledge products, and increasing the development impact of Bank Group operations.

14. **Responsible Vice-President:** Vice-President overseeing the Department originating the knowledge product.

15. **Chief Economist & VP, ECVP,** in the capacity of KMC Chairperson, signs the KMC Decision Summary endorsing the outcome of the KMC review. If the KMC session was chaired by another Senior Manager, that delegated chairperson signs the KMC Decision Summary, and transmits the KMC discussion minutes and the Decision Summary to the Chief Economist. For country/region-focused knowledge products, the prioritization process will commence with the submission of the proposed knowledge products to the ECVP from all sectors of the Bank. The ECVP will, in consultation with the relevant business units of the Bank Group, check and prioritize knowledge products based on a set criteria including relevance to operations. The list of knowledge products will be submitted to the KMC for consideration and approval.

16. **Relevant Board Committee:** Committee of the Board of Executive Directors that has the mandate to assess the report under consideration.

Annex 2: Descriptive Summary of Bank Group Knowledge Products

Knowledge Product		Flagship Products*		Policy Research Reports**	Independent Development Evaluation Products	Research Publications ADRev	Statistical Products
Main purpose	Provide thought leadership and expand the knowledge base as public good	X		X		X	X
	Offer evidence-based, analysis, knowledge solutions and policy recommendations on socio-economic development issues	X		X		X	
	Provide practical knowledge analytics and intelligence to guide selectivity and productivity of Bank Group operations to optimize investment productivity and development effectiveness	X		X	X	X	
	Make ex-ante or ex-post assessments of policies, projects, sectors, countries, or others	X		X	X	X	X
Authorship	Corporate (Bank's logo, attributed to the Bank)	X		X	X	X	X
Scope	Global, continental, regional, country, or sectoral development issues	X		X	X	X	X
	Specific policy/project/operational issues or challenges			X	X	X	X
Peer Review	Internal	X		X	X	X	X
	External	X		X		X	X
Format	Specified				X		
	Not specified	X		X			X
Typical Length	Medium to long (more than 10 pages)	X		X	X		
	Concise (less than 10 pages)						
Regular	Yes	X			X	X	X
	No			X			
Dissemination/Audience	Restricted						
	Unrestricted	X		X	X	X	X
Approval	Board				X		
	Management	X		X	X	X	X
	Editor						

Annex 3: How to Conduct Effective Bank Group Knowledge Work in Eleven Steps

Step 1 Make sure that the source of the "demand" for the knowledge work is clearly identified to meet Bank corporate and operational purposes; to respond to genuine country or regional needs; to support dialogue with other key development partners, private sector, civil society organizations; or is supply driven, but strongly policy relevant.

Step 2 If the knowledge work is RMC/region oriented, make sure there is as much clarity as possible about the proposed work's objective and specific client: direct change in government policies and actions through policy dialogue, support to Bank operations, informing public debate in the country and supporting change in country policies and institutions. Engage actively and genuinely with policy makers, and other relevant country/regional stakeholders, to better understand the key issues and policy questions to be addressed by the proposed knowledge product. Ensure that the type of analysis and methodologies to be used are well tailored to the needs and the capacity available in the RMC.

Step 3 Make sure that the appropriate type of product is selected for the specific objective and work to be undertaken: Flagship Report, Policy Research Report, / Research publication, Statistical Product.

Step 4 Ensure the knowledge product is submitted for prioritization by the KMC and, if the knowledge product will require resources, confirm the availability of adequate resources to finance the knowledge work[6].

Step 5 If the knowledge product will be financed with Bank resources, ensure that the Bank has comparative advantage in undertaking the proposed knowledge work in view of its priorities, availability of skills and capacity to deliver. Consult with other partners and IFIs, as needed.

Step 6 Prepare knowledge product report

Step 7 Ensure the report is reviewed as per the quality assurance procedures.

Step 8 As applicable, obtain country/regional authorities' consent for the dissemination of the knowledge product.

Step 9 Ensure timely delivery and adequate dissemination.

Step 10 Assess the knowledge work's impact through monitoring of the use of the work in policy dialogues, and the actual use and implementation in policy actions.

Step 11 Depending on the type of knowledge work, prepare completion report.

Annex 4: Applicability of Quality Properties Across Knowledge Products

Quality Properties	Flagship Products		Policy Research Reports	Independent Development Evaluation Products	Research Publications	Statistical Products*
Clarity of the Development/ Research Question(s) to be Addressed, and the Objectives to be Achieved	✓	✓	✓	IDEV products are governed by IDEV's processes	✓	✓
Relevance to Bank Group Operations and Development Dialogues	✓	✓	✓		✓	✓
Soundness of the Technical Analysis	✓	✓	✓		✓	✓
Data Quality	✓	✓	✓		✓	✓
Consultations with Internal Stakeholders	✓	✓	✓			
Consultations with External Stakeholders	✓	✓	✓			
Prioritization, Selectivity, and Strategic Positioning of the Bank	✓	✓	✓		✓	✓
Quality Skills Mix	✓	✓	✓		✓	✓
Presenting Actionable Policy Options, not Prescriptions	✓	✓	✓		✓	✓
Arrangements for Implementing the Recommendations	✓	✓	✓		✓	✓
Dissemination	✓	✓	✓		✓	✓
Completion and Evaluation	✓	✓	✓		✓	✓
Subjection to the Applicable Bank Group Review Process for Knowledge Products	✓	✓	✓		✓	✓

***Some statistical products are not disseminated to external stakeholders.**

Annex 5: Indicative Guidelines for Reviewers of Bank Group Knowledge Products

Reviewers will generally be expected to assess the quality of knowledge products based on the following criteria:

- Clarity of the Development/Research Question
- Relevance and coherence to Bank Group Operations/Policy Dialogues
- Relevance to Africa's development policy issues
- Soundness of the technical analysis
- Value-addition to existing knowledge
- Quality of the data
- Quality of the consultations (where applicable)
- Alignment with Bank prioritization and strategic positioning
- Quality skills-mix
- Offer of actionable policy options
- Arrangement for the implementation of the recommendations
- Indicators to track achievement of expected outcomes and impacts.
- Dissemination and valuation plan
- Subjection to the applicable Bank Group review process for knowledge products

Reviewers will also be expected to provide short commentary summarizing their overall evaluation of the knowledge product they have reviewed.

Annex 6: Administrative Instruction Concerning the Review and Clearance of Bank Group Knowledge Products

AFRICAN DEVELOPMENT BANK
ADMINISTRATIVE INSTRUCTION No. .....
CONCERNING THE REVIEW AND CLEARANCE PROCESS OF BANK GROUP KNOWLEDGE PRODUCTS

Issued by the Chief Economist and Vice-President for Economic Governance and Knowledge Management on .....

Introduction

This Administrative Instruction is issued pursuant to Presidential Directive No. 03/2002 concerning the Bank's Directives System.

Purpose and Objectives

The purpose of this Directive is to enhance the effectiveness and efficiency of the Bank Group's review and clearance process for knowledge products, under the leadership of the Chief Economists and Vice President for Economic Governance and Knowledge Management, assisted by the Bank's Knowledge Management Committee (KMC).
The objective of this Directive is to clarify and strengthen the efficiency and effectiveness of the process for identification of knowledge needs, initiation and design of knowledge work programs, the preparation, peer review, finalization, clearance, and dissemination of Bank Group knowledge products.

Definitions

Bank Group knowledge products refer to various reports produced by the Bank Group primarily to share knowledge with RMCs with a view towards (i) shaping policies and actions in RMCs through policy dialogues (ii) supporting Bank lending operations, and (iii) informing country, regional, continental, and global development dialogues. Knowledge products are generally carried out by Bank economists and sector experts, have a strong focus on analyzing economic and sector issues, and are subjected to the review and clearance process applicable for these types of products and administered by the Bank, and are prioritized in the Bank Group's annual knowledge work program.

Bank Group Knowledge Products Categories

Bank Group knowledge products comprise the following categories:

Flagship Knowledge Products: These products showcase the best of the knowledge work being conducted in the Bank and expand knowledge as public good, by providing detailed analysis, generally from a continental, regional or national perspective, of key development issues facing the Bank's RMCs in the global operating environment. Flagship reports are generally published at regular intervals and cover thematic policy issues of interest to the Bank Group and its member countries. Key flagship knowledge products include (i) the Africa's Macro-Economic Performance and Outlook (MEO) reports, (ii) African Economic Outlook (AEO) reports, (iii) Regional Economic Outlooks (REO) reports, and (iv) Country Focused reports (CFRs).

Policy Research Reports: Policy Research Reports include all policy research papers and briefs produced to address operational and/or policy research questions of interest to the Bank Group and/or Member Countries. These products generally offer evidence-based analysis, and policy recommendations on socio-economic development issues facing RMCs, with the aim of shaping development dialogues and reforms being implemented and/or Bank operations. Policy Research Reports assemble facts and evidence to help readers, particularly policy makers, understand complex issues and help them make decisions.

Examples of Policy Research Reports include Country /Regional Diagnostic Notes, Country Fragility Assessment Reports (CFARs), Country Gender Profiles (CGPs), Electricity Regulatory Index for Africa Report (ERIARs), sector reviews reports (SRRs), private sector country profiles reports (PSCPRs), a country specific public expenditure review report (CPERs) a country's debt assessment report (CDARs), a country green growth model report (CGMRs), country fiduciary risk assessments reports (CFRARs), country capacity development needs assessments

(CCDNA) reports, and other thematic review reports (TRRs), as may be reviewed by the Bank's Knowledge Management Committee (KMC) each year. This category includes not only economic studies but also sectoral studies—for example an infrastructure action plan for a specific country, a country energy tariff study report, or a country climate analysis report. Policy Reports would, therefore, be the category for most knowledge products produced by Bank staff, including country economists and sector experts.

Independent Development Evaluation Knowledge Products: Knowledge products (including events) delivered by the Bank's Independent Development Evaluation function, which offers evaluative knowledge that enhance accountability and promote learning or deepens the understanding of a development issue. They also contribute to fostering an evaluation culture within the Bank and RMCs. The overarching goal is to strengthen development effectiveness by improving policies, strategies, frameworks, operations, and processes. IDEV's knowledge products present evaluations' findings, lessons and recommendations on the relevance, coherence, effectiveness, efficiency, and sustainability of development interventions. They help identify what works, what does not, and the key factors that enabled or hindered success. By drawing lessons from past interventions, these products inform the design and implementation of future interventions. Additionally, they serve to engage and influence decision-makers, development professionals, the evaluation community, and the broader public.

Research Publications. Research publications generally aim to share the findings of Bank research on existing or emerging development issues facing RMCs. Bank research publications include:

African Development Review: The African Development Review is a professional journal devoted to the study and analysis of development policy on the continent. The Review emphasizes policy relevance of research findings, rather than purely theoretical and quantitative issues. The Review features (i) high quality analyses of recent critical African economic and social development issues (ii) empirical single-country or comparative analyses and case studies that shed light on development policy choices; and (iii) book reviews, conference reports and readers' comments on the articles. The articles cover a range of areas and issues, including: (i) macroeconomic policies (fiscal, monetary and exchange rate policy); (ii) economic and structural reforms including financial sector reforms; (iii) sectoral agriculture, energy, mining and industry; (iv) infrastructure construction and human resource capacity; (v) private sector development; (vi) regional and international concerns such as debt, trade, capital flows, regional integration, south-south cooperation and globalization; and (vi) socioeconomic issues of income distribution and poverty alleviation. Wiley publishes the Review for the Bank Group four times yearly.

Statistical Products

These knowledge products include the generation of data and statistics to support Bank Group operations research, and policy dialogues with a broad range of development stakeholders. Statistical Products are generally information dissemination products published or made available to the public, analysts, and policymakers, and to Bank staff. Statistical products describe, estimate, forecast, or analyze the characteristics of groups, usually without identifying the individuals, organizations, or individual data observations that make up those groups

Review and Clearance Process for Bank Group Knowledge Products

Flagship Products. Flagship reports follow a streamlined process of identification by the Bank's KMC during the annual work planning process, concept note preparation and presentation for consideration and clearance by the VP-ECVP and the President of the Bank Group, and subsequent presentation to the Senior Management Committee (SMCC) and the ECAM Committee of the Board for information, review and comments

The responsible Department Director/ Head of Organizational Unit shall constitute a peer review team composed of highly knowledgeable staff drawn from relevant Bank Departments/ Organizational Units and knowledgeable external reviewers (as may be needed) comprising academics, development practitioners and policymakers with expertise in the area being investigated in the Flagship Report. The peer reviewers shall provide critical review and inputs to the main phases of the Flagship Report preparation—selection of the theme, preparation of the Concept Note, and preparation of the Flagship Report.

Policy Research Reports. The approval of the Policy Research Reports to be undertaken each year shall be the responsibility of the Bank's KMC as part of the Bank's annual knowledge work programing process. Once approved by the KMC for inclusion in the annual knowledge work program, the preparation of the concept notes and drafting of these reports shall be the responsibility of the concerned Department of the Bank Group, with the quality assurance provided by the KMC and subject to final approval by the Vice President of the Complex concerned. For example, a policy research paper on cost reflective energy tariffs in countries shall be peer reviewed and cleared by the Bank Group's KMC and approved by the Vice President - PEVP who shall hold full responsibility for the quality and content of the final publication. For country/region-focused knowledge products (e.g. the abovementioned infrastructure action plan for a specific country, a country energy tariff study report, or a country climate analysis report) the prioritization process will commence with the submission of the proposed knowledge products to the to the ECVP from all sectors of the Bank. The ECVP will, in consultation with the relevant business units of the Bank Group, check and prioritize knowledge products based on a set criteria including relevance to operations. The list of knowledge products will be submitted to the KMC for consideration and approval.

The responsible Department Director shall constitute a peer review team composed of highly knowledgeable staff drawn from relevant Bank Departments/ Units and/or knowledgeable external reviewers—academics, development practitioners and policymakers—with expertise in the area being investigated in the Policy Research Report. The peer reviewers shall critically review and provide inputs to the conception and preparation phases of the Policy Report/ Policy Research Report. The peer review team's inputs shall be factored into the finalization of the Concept Note and the Policy Research Report. When necessary, peer reviewers will be invited to attend the KMC review meetings. The minutes of the review meetings shall be shared with relevant parties. In line with PD 03/2024 dated 16 July 2024 promulgating the 2023 DAM and PD 06/2024 dated 26 July 2024 concerning Management Committees subordinate to the SMCC and OpsCom, the TQAC ECVP will review country/regional diagnostic notes and clear them for submission to the Chief Economist and Vice-President, ECVP for approval.

Independent Development Evaluation Products: The initiation, prioritization and quality assurance of these reports follow the established procedures of IDEV, which include rigorous review, approval, and dissemination processes. IDEV's evaluations adhere to international good practice standards set by the Evaluation Cooperation Group (ECG) and the OECD-DAC. To ensure the quality and usefulness of evaluation reports, IDEV implements internal and external peer reviews, and actively engages stakeholders, including the Board and Senior Management.

Research Publications: Research publications generally aim to share the findings of Bank research on existing or emerging development issues facing RMCs. Bank research publications include:

African Development Review. The identification and quality assurance process of these papers shall be conducted by the Board of the African Development Review as a development Economics Journal under the guidance of the Director, Macro-Economic Forecasting and Research and general oversight by the VP-ECVP. These individual papers shall not be counted as Bank Group Knowledge products pers se as the quality assurance shall not be subject to the Bank's KMC, SMCC or the Board. They however constitute a key tool for capacity building for Bank's research staff and to ensure that they keep up to date with developments in the subject areas of interest to inform the quality of Bank Group Knowledge Products.

Statistical Products

The Director of the Statistics Department shall constitute a team of Task Managers in the specific technical areas to peer review the draft Statistical Reports that are being prepared. These will sometimes be supplemented with external experts with specialized knowledge in the area, to ensure adherence to international best practice. For manuals and guidelines, drafts will be shared with respective technical staff in RMCs, to ensure representativeness. In some cases, validation workshops, facilitated by knowledgeable technical staff from the department and specific experts in the area, will be held. For the African Statistical Journal, articles will be solicited from statistics professionals in the region and compiled by a Task Manager from the Department. The Task Manager shall review the submissions and select two external statistics experts to review and finalize the articles. The designated Task Manager shall then review the articles for accuracy and thoroughness and submit them to the Director for clearance and dissemination. The Director of the Statistics Department will ensure that economists and specialists from relevant Departments participate in the review process of statistical knowledge products.

Dissemination and Valuation of Knowledge Products

Following the clearance, the Departments/Organizational Unit authoring the knowledge products shall coordinate dissemination and valuation of the products to stakeholders, including through print and electronic means, knowledge dissemination events, in collaboration with the African Development Institute (ECAD), the Communications and External Relations Department (PCER) and responsible RDVP units (DG/DDG/CM and RDRI Director) . All Bank Group knowledge products shall be catalogued on the Bank's Website and the interactive knowledge products portal of the Bank's Virtual Capacity Development Academy (VCDA).

Implementation

The Chief Economist and Vice-President for Economic Governance and Knowledge Management shall be: (i) responsible for monitoring and assessing the effective and efficient implementation of this Directive; (ii) accountable for the overall effectiveness, efficiency and compliance with the review and clearance process within the established guidelines and procedures; and (iii) responsible for ensuring appropriate revision of procedures and processes to enhance the Bank Group's knowledge products review and clearance.

The KMC shall develop, establish, and issue such procedures and guidelines

as may be necessary to facilitate implementation of this Directive, under the general oversight by the Chief Economist and Vice President of the Bank Group.

General Provisions
The procedures and processes prescribed in this Directive shall be subject to periodic review, as determined by the KMC, to assess their functionality, effectiveness, efficiency, and responsiveness to the demands of the Bank Group's emerging strategic priorities.

As the product of knowledge work, Bank Group knowledge products are expected to be independent, and Management is solely responsible for their content.

Abrogation and Clarification
This Directives supersedes the provisions of all prior instruments relating to the review and clearance process of Bank Group's knowledge products to the extent of any inconsistency.

Entry Into Force
This Directive shall enter into force on the date of its issuance.

Annex 7: Administrative Instruction Concerning the Establishment of the Knowledge Management Committee

AFRICAN DEVELOPMENT BANK ADMINISTRATIVE INSTRUCTION No. ..... CONCERNING THE ESTABLISHMENT OF THE KNOWLEDGE MANAGEMENT COMMITTEE

Issued by the Chief Economist and Vice-President for Economic Governance and Knowledge Management on .....

INTRODUCTION

This Administrative Instruction is issued pursuant to Presidential Directive No. 03/2002 concerning the Bank's Directives System.

PURPOSE

Knowledge Management is a Bank-wide activity spanning Complexes, Departments, Regional Development and Business Delivery Centers and Country Offices. KMS 2022-2031 provides for the operationalization of the Knowledge Management Committee (KMC) to coordinate the generation, management and dissemination of knowledge work across the Bank in a systematic, consistent and effective manner. The purpose of the KMC is to bring coherence and a unified approach to knowledge generation and management across the Bank. The KMC's role in guiding the direction of knowledge work and ensuring its quality is critical for the success of KMS 2022-2031. The ECVP Complex will coordinate knowledge management across the Bank. This will be achieved through the KMC. Success will depend on all Complexes playing important roles.

The KMC was established to strengthen the coordination, effectiveness, and efficiency of Bank Group's knowledge work with a view to sharpening the strategic focus, selectivity, the quality and relevance of Bank Group knowledge products to operations and policy dialogue with country/regional authorities.

FUNCTIONS

The KMC will:

- provide strategic advice on knowledge work that the Bank should undertake.
- coordinate and provide strategic leadership and advice on the preparation of the Bank's pipeline and annual work program for knowledge activities/products and monitor its implementation.
- ensure effective implementation of the Bank's Quality Assurance Procedures for Knowledge Products (QAPKP).
- strengthen the provision of knowledge to facilitate policy dialogue and advisory services to RMCs.
- spearhead the advocacy, sensitization, and change management efforts to mainstream knowledge management across the Bank Group.
- promote knowledge networks and communities of practice within the Bank to enhance synergy among operations and knowledge-focused Organizational Units, with a view to mainstreaming knowledge in the Bank's areas of focus, in line with the TYS and the High 5s objectives;
- develop criteria for defining the various types of knowledge products to enable consistency in their review and clearance processes.
- develop mechanisms and procedures for the tracking of knowledge outputs and outcomes and prepare a synopsis of key knowledge products/activities across the Bank during the year.
- prepare the annual Bank Group Publications Catalogue, and the Annual Report on Bank Group's knowledge work; and
- strengthen resource mobilization efforts to support knowledge work across the Bank.

KNOWLEDGE MANAGEMENT COMMITTEE MEMBERSHIP

The KMC is chaired by the Chief Economist and Vice-President for Economic Governance and Knowledge Management. Its membership comprises representatives from all Bank Regional and Sector Complexes, and Organizational Units.

The members of the KMC is as

follows:

- Director, Macroeconomics Policy, Forecasting and Research (ECMR)
- Director, Statistics Department (ECST)
- Director, Governance and Economic Reforms Department (ECGF)
- Director, African Natural Resources Management and Investment Center (ECNR)
- Director, African Development Institute (ECAD)
- Director, Country Economics Department (ECCE)
- Evaluator General, IDEV
- Director, Communications and External Relations Department (PCER)
- Director, Representing Senior-Vice Presidency Complex (SNVP)
- Director, Representing VP, Agriculture and Human Development Complex (AHVP)
- Director, Representing VP Power, Energy, Climate Change and Green growth Complex (AHVP)
- Director, Representing VP, Infrastructure and Private Sector Complex (PIVP)
- Director, Representing VP, Regional Development, Integration and Business Development (RDVP)
- Director, Representing VP, Finance Complex (FIVP)
- Director, Representing VP, People and Talent Management Complex (PTVP)
- Director, Representing Technology and Corporate Services Complex (TCVP)
- Manager, Knowledge Management and Information Services (ECAD.3)
- Advisor to the Chief Economist, and Vice-President, Economic Governance and Knowledge Management

Substantive members: The KMC shall comprise the following substantive members (hereinafter alternatively referred to as the "Substantive Members").

- Chief Economist and Vice President, serving as the Committee's Chairperson;
- RDVP
- SNVP
- One of the sector complexes
- PCER
- IDEV

At its discretion, the KMC may invite other staff members, or external experts, to contribute to its work or to attend its meetings.

REPORTING ON ACTIVITIES

The KMC will report to the Senior Management Coordination Committee on its activities annually through a Bank Group Knowledge Management report to be submitted through the VP-ECVP.

FREQUENCY OF MEETINGS

Frequency of meetings: The KMC will convene at least once per quarter to review progress in the Bank's Knowledge work program. Regular meetings will be scheduled for the first Tuesday of each quarter at 10:00 AM (Abidjan time). In the event that the first Tuesday falls on a public holiday, the meeting will automatically be rescheduled to the following Tuesday at the same time.

Meetings Notices: Meeting invitations will be sent at least one month in advance to allow members sufficient time to block their calendars. Occasionally, shorter notice may be given for urgent proposals or matters. The Secretariat shall communicate the meeting details and send documents (with due consideration of their confidentiality or sensitivity) to all Committee members and invitees, with copies to alternate Committee Members.

MEETING ATTENDANCE

Attendance at KMC meetings shall be mandatory. In case a member is unable to attend, he/she must inform the Chairperson in writing through the Secretariat and designate a representative at least two (2) business days prior to the meeting.

QUORUM FOR MEETINGS

The quorum for KMC meetings shall require the physical or virtual presence of at least half the members, among which the following substantive members: (i) the Chief Economist and Vice-President for Economic Governance and Knowledge Management or in his/her absence a Director acting as Chairperson (ii) the Evaluator General (or his/her designate), (iii) the Representative of RDVP, (iv) the Representative of SNVP, (v) one representative of a sector complex, and (vi) the Director of PCER (or his/her designate).

DECISION-MAKING GUIDELINES

Decisions shall be taken by the members. All decisions taken at meetings shall be binding and based on the following

- Decision-making shall be by way of consensus.
- Attendees at the KMC meetings, including substantive members, their designates as well as invited participants are presumed to have agreed with the decisions taken unless they express reservation or objections.
- Reservations or objections to decisions shall be expressed during meetings or in writing (email) to the KMC Secretariat. Any reservation or objection must be duly reflected in the minutes.
- If a reservation or objection is not resolved after discussions, the Chairperson shall convene the Substantive Members to decide among the following courses of action: (a) not to clear the proposal, (b) to proceed if the reservation or objection is deemed not to be reasonable or relevant with justifications recorded in the minutes (c) to request the attendee expressing a reservation or an objection to provide written submission to the KMC Secretariat outlining the changes required to address the pending issue. Such submission shall be circulated for KMC's consideration within one week. In case of unresolved disagreements, the Chairperson may, after informing the KMC, refer the matter to OpsCom for decision. Any reservation or objection related to non-compliance with policies in areas such as legal, disbursement, financial management and procurement and social safeguards, shall be addressed prior to further processing.
- Non-lifted reservations or objections concerning risks, legal, financial management or procurement and environment and social matters, shall follow the procedure in (iv)(c) above.

SECRETARIAT SERVICES

The Bank's Knowledge Management and Information Services Division (ECAD.3) within the African Development Institute (ECAD) shall serve as the Secretariat for the KMC under the guidance of the Chief Economists and Vice President – ECVP or his Designate.

METHODOLOGY

The KMC will develop business procedures and processes as necessary to conduct it work efficiently and effectively.

ENTRY INTO FORCE

This Directive shall enter into force with effect from the date of issue.

End Notes

1. The Knowledge Management Strategy 2022-2031 had envisioned the preparation of a 'Quality Assurance Framework for Bank Group Knowledge Products (QAFKP). But since the QAFKP mainly focusses on the quality assurance procedures, which are within the purview of Management, the document has instead been called 'Quality Assurance Procedures for Bank Group Knowledge Products QAPKP' instead. The QAPKP will be approved by OpsCom.
2. The Bank has adopted several knowledge management strategies to effectively deliver on this important priority, including KMS 2005-2007, KMS 2008-2012 and KMS 2015-2020
3. For definition of knowledge, please refer to KMS 2022-2031, Para. 5, Page 1.
4. Bank Group Flagship reports may also include similar high level thematic reports produced by the ECVP and/or other Complexes as may be identified by the Bank's Knowledge Management Committee (KMC) and approved by the Bank's Senior Management Coordination Committee (SMCC) upon recommendation by the Bank's Chief Economist and Vice President for Economic Governance and Knowledge Management (VP-ECVP), to provide specific knowledge solutions to Africa's development challenges.
5. An exception to this is the conduct of knowledge work to advance the knowledge frontier on emerging development issues facing RMCs /regions (see KMS 2022-2031, Page 10, Paragraph 33).
6. For a detailed discussion of the funding for knowledge work, see KMS 2022-2031, Para. 42-43.