

PROPOSAL FOR ESTABLISHMENT OF THE AOA KNOWLEDGE MANAGEMENT RESOURCE CENTRE

1. INTRODUCTION

1. The Asian Ombudsman Association (AOA) was established in 1996 to provide a platform for Ombudsmen and similar institutions of accountability and grievance redress, working in Asia. The AOA currently has 23 members from 15 countries (Annexure A) and is governed by a nine-member Board of Directors, with the Wafaqi Mohtasib of Pakistan as the President (Annexure B) since inception.

a. **Objectives** The AOA is an independent, non-political, democratic and professional body formed for the following objectives:

- (a) To promote the concepts of Ombudsmanship and to encourage its development in Asia.
- (b) To develop professionalism in discharge of the functions as Ombudsman.
- (c) To encourage and support study and research regarding the institution of Ombudsman.
- (d) To sponsor training and educational programmes for the institutions of Ombudsman in the region.
- (e) To provide scholarships, fellowships, grants and other types of financial support to individuals for study relating to the institution of the Ombudsman.
- (f) To collect, store, disseminate information and research data about the institution of Ombudsman.
- (g) To facilitate exchange of information and experiences among the Ombudsmen of the region.
- (h) To plan, arrange and supervise periodic conferences of the Ombudsmen of the Asian countries/regions.
- (i) To undertake such other matters necessary to further the above objectives of the Association.

b. **Membership** The AOA comprises of Full Members, Associate Members, Honorary Life Members and individual Members. Besides the Founding Members of the Association each of whom shall have a right of vote, other Full Members shall have a right of vote subject to the condition that member(s) from a particular country shall have one vote.

c. **General Assembly** The General Assembly consists of the full members, and is convened once every two years by the President. It has the right:-

- (a) to accept full membership;

- (b) to elect the members of the Board of Directors and one auditor;
- (c) to fix the membership dues;
- (d) to pass amendment in statute and basic organizational issues;
- (e) to confer special honours on deserving persons.
- (f) to approve reports of the Board of Directors and the auditor; and
- (g) to decide venue of the next meeting of the members.

d. **Legal Framework** The AOA Headquarters is located in Islamabad, Pakistan and the Association is registered under the *Voluntary Social Welfare Agencies (Registration and Control) Ordinance 1961*. The Board of Directors has also approved Bye-Laws and a Code of Conduct, which govern day to day operations.

e. **AOA Secretariat** The AOA Secretariat is based in the Headquarters in Islamabad, Pakistan. There are only three positions in the Secretariat: Executive Secretary, Office Manager and a Manager Coordination. The Secretary of the Wafaqi Mohtasib Secretariat, Pakistan is the ex-officio Executive Secretary and the Director Coordination of the Wafaqi Mohtasib Secretariat, Pakistan is the ex-officio Office Manager. Recently, a Manager Coordination has been hired on the directions of the Board, initially on a one year contract.

2. The Board of Directors (BoD) of the Asian Ombudsman Association (AOA), in its 8th Annual Meeting in December 2006, decided that:

“The AOA Secretariat may be upgraded as a resource centre for research and dissemination of related information through electronic linkages to members and other countries”

Based on this decision and expanding on the concept of a Knowledge Management Resource Centre (RC) beyond provision of electronic linkages, the AOA Secretariat has developed this proposal for the establishment of a RC, which will encompass a fairly broad set of initiatives and facilitate interaction between and amongst members of the AOA. The need for expanding on the idea of a RC was felt because the AOA Secretariat feels that in order to ensure frequent and purposeful exchange of ideas, knowledge, expertise and experiences amongst the AOA members that will eventually help improve provision of low-cost and speedy relief to the public and establish robust grievance redress mechanisms, there is clearly a need to provide a knowledge-based platform.

3. By establishing a RC, the AOA Secretariat will be able to provide support and assistance for (i) studies and analytical work on various aspects relevant to AOA members; (ii) dissemination of knowledge created; (iii) enhanced effectiveness of member institutions through frequent exchange of experiences; (iv) dissemination of best practices; and (v) capacity enhancement of member institutions.

II. KEY ISSUES & CURRENT CHALLENGES

4. Member institutions are engaged in improving the quality of administrative services they provide to the public in different ways, using multiple instruments and adopting a number of approaches to address the issues and challenges that they face.

5. However, at present the opportunities for interaction, sharing of knowledge, experiences and expertise is extremely limited as there is no institutional arrangement by way of which the AOA Secretariat can assist member institutions in improving their services by creating a space for collaborative activities that raise the bar of collective efficiency. Besides the annual meeting of the Board of Directors and the General Assembly and the organization of a conference every two years, there is hardly any interaction amongst members that would enable discussion, knowledge sharing and exposure to good practices. Even the Board meetings and the conferences have a limited target audience, since it is almost always only the heads of the member institutions who participate; hence, capacity building at lower tiers, particularly those responsible for core functions such as investigation and processing of complaints, is non-existent through the AOA platform and thus the members are unable to tap into the potential for improving their grievance redress mechanisms and service delivery through learning from each other.

6. In addition, members' efforts, particularly in the case of newly established institutions, to address their knowledge and capacity gaps are hampered by the absence of both organized, institutional arrangements as well as by lack of adequate financing; as a result, the tendency for members to remain somewhat insulated organizations and one's dealing with the challenge of empowering themselves through appropriate capacity and knowledge enhancements on an ad-hoc, fragmented and case by case basis, continues.

7. The proposal for the RC addresses the issues of capacity building and improving client responsiveness by supporting capacity enhancement in member institutions at different tiers of operation, and focusing on those members with weaker capacities. By emphasizing transfer of national and regional best practices, and dissemination of information on these practices, to improve different operational aspects, the RC under the AOA Secretariat will play an important role in helping member institutions more effective. By identifying and establishing mechanisms for knowledge enhancement and capacity building through information dissemination at workshops, conferences, meetings, training programs, and retreats, the proposal to set up a RC will add value to the AOA as an institution.

8. The proposed RC will enhance the effectiveness of operations of member institutions by providing technical and financial support in various ways, including needs-based consulting inputs, small projects in relevant areas and research and analysis.

III. IMPACT AND OUTCOME

9. The objective of the proposal to establish a RC is to enhance the effectiveness of operations of AOA members through effective knowledge management, dissemination, and capacity enhancement. In terms of knowledge management, the RC will support

analytical studies and impact assessments in areas of operational relevance (such as administrative justice, administrative simplification, governance, Freedom of Information, Alternative Dispute Resolution, human resource structures and management, use of Information Technology). It will also support comparative studies and thematic assessments where relevant. Under capacity enhancement, the RC will support (i) knowledge sharing activities, (ii) dissemination of best practices, (iii) capacity building, and (iv) provision of consultancy as required.

10. By encompassing a set of strategic principles that (a) ensures equity of access, while targeting the needs of new institutions; (b) encourage use of multiple instruments for cross-border learning and sharing; (c) facilitate the cascading of institutional capacity development to second and third tiers in the member institutions; and (d) focusing on institutional, rather than piecemeal, arrangements, the establishment of the RC will benefit members in several ways, including, but not limited to:

- a. Enable learning, sharing of regional Best Practices, including from private sector Ombudsmen and other ADR schemes
- a. Region-wise gains in terms of improved administrative justice services leading to poverty reduction
- a. Enhance institutional capacity for evidence-led analysis of systemic issues
- c. Support innovation in procedures, complaint handling and outreach

IV. DURATION OF RESOURCE CENTRE ACTIVITIES

11. The RC activities included in this proposal are envisaged to be spread over a 3 year period, subject to an annual review by the BoD. The activities identified under the proposal will, in consultation with the funding agency and the Board of Directors of the AOA, be implemented in a phased manner that is in line with the priorities of the AOA.

V. METHODOLOGY AND KEY ACTIVITIES

12. The RC, working under the AOA Secretariat, will assist in key activities for knowledge management and capacity enhancement under the following seven designated clusters.

a. Analytical Studies, Sector Work, and Impact Assessments. The RC will support undertaking needs-based analytical and sector studies, and impact assessments. In particular, the studies will help analyze (i) important crosscutting components of specific interventions; (ii) issues influencing service delivery, such as social exclusion and participation; (iii) performance of specific interventions in member institutions, from the perspective of sustainable effectiveness; (iv) issues relating to new members and their institutional development; (v) role of civil society in grievance redress, public awareness about rights of citizens and improving access to administrative justice institutions; and (v) important emerging service delivery modalities, such as public private partnerships and

the use of Information Technology as an instrument for improving quality of and access to services. The RC will cover up to 5 such studies with a maximum outlay of \$10,000 each. The studies/assessments undertaken under the cluster will be focused on AOA's ongoing and future programs/interventions in the light of the BoD's decisions and will be carried out by accredited institutions/firms. The terms of reference (TOR) for the proposed work and its documentation plan will be provided by the member or cluster of members requesting the work. They will be approved by an Advisory Committee proposed to be set up in relation to the RC. A memorandum of understanding will be signed between the AOA Secretariat and the research institutions, to ensure agreement on the TOR and presentation of the outcomes of the study. In order to ensure wide spread dissemination and following the principles of open access, all studies, surveys and reports will be published on the AOA website. Furthermore, offline access will be provided by preparing and distributing CD-ROMS of a collection of these materials, to the members as well as other stakeholders such as academia and civil society.

b. Conferences, Seminars, and Workshops. The RC will support organization of and participation in conferences, seminars, and workshops on a selective but focused basis. These may be related to (i) important priorities relating to Ombudsman institutions, governance issues and freedom of information, (ii) knowledge enhancement in operational areas, and (iii) areas of strategic focus as determined by the BoD from time to time. The relevance of events will need to be clearly defined by member institutions, in order to be evaluated and approved by the Advisory Committee, based on criteria approved by the BoD. All conference proceedings, papers and presentations will be made available on the public domain (AOA website) for reference and download.

c. Meetings and Retreats. Operations of member institutions have been expanding in terms of jurisdiction and roles. As a result, several operational matters have emerged that need to be discussed, brainstormed, and resolved. Regular and intensive interaction with members and with other related agencies, international bodies and civil society, in the form of meetings and retreats can prove extremely useful to improve performance by enabling networking and sharing of knowledge and information. These meetings and retreats will be specially geared towards second and third tier of staff in the member institutions and revolved around themes central to effective operations and efficient service delivery. About 6 such meetings and retreats are proposed to be held during a 3-year duration, averaging \$10,000 each. The AOA BoD will determine the criteria for deciding on how these meetings and retreats can be organized, while the AOA Secretariat will be responsible for related processing and administrative issues.

d. Study Tours. As mentioned earlier, there is large untapped potential in terms of utilizing cross learning from successful interventions to improve the quality of the services of member institutions. In order for the members to benefit from the numerous successful experiences as well as innovative experiences in the region, this facility will support study tours (i) for facilitating quick and direct understanding of the design and implementation of successful practices, procedures and policies and (ii) for scoping exercises for new interventions or exploratory projects without a committed budget. These study tours will cover subjects and issues identified by the AOA members and finalized by the BoD. The proposed RC will support the documentation of best practices and hands-on learning through site visits by those concerned with design and implementation of selected interventions. AOA members will prepare requests under this cluster, including suggestions on the team composition and highlights of project(s)/ countries to be visited. Participating officials/members will be required to prepare and

provide a brief report on how they propose to operationalize the lessons learned from the study tours and conduct a dissemination seminar for their own institutions as well as for wider audiences of stakeholders. Their report and recommendations would also be made available on the AOA websites. The RC will support 6 study tours of durations of up to two weeks, with one participant from each AOA member included in the study tours, so that all AOA members have an opportunity to benefit from the facility. A maximum allocation of \$4000 per participant will be made in the budget for the RC. All study tour proposals will be evaluated on criteria developed and approved by the proposed Advisory Committee of the BoD set up for the RC.

e. Capacity Building of Members on Operational Policies and Procedures The proposed RC will aim to support capacity building on various aspects of operational aspects of the member institutions including complaint management, improving access to information and services of the member institutions, reducing delays in implementation of recommendation/findings. Institutional, rather than individual-based arrangements will be made by entering into partnerships/contracts with leading regional and international academic and training institutions, for capacity building in areas relevant to the work of the members, focusing in particular on ways in which Information Technology-based instruments, practices and procedures can be introduced by the AOA members to facilitate the general public's access to administrative justice services; in particular, the capacity building will be geared towards bridging the digital divide and enabling the marginalized segments of society, specially women and the aged, to benefit from the AOA member's services through use of remote complaint systems, using community kiosks for making online complaints and introducing rudimentary forms of m-technology by identifying ways in which the mobile phone can be used to access Ombudsman services. Consequent changes in systems, processes and procedures would form part of the process of capacity building in this respect. All interventions will be needs based, identified by the members, and approved by the proposed Advisory Committee of the BoD, with a special focus on addressing capacity gaps of newer or weaker member institutions. The AOA Secretariat will obtain feedback from participating officials on the relevance and usefulness of training, and prepare a report for the advisory committee and the BoD.

f. Recruitment of Long- and Short-Term Consultants. Domestic long- and short-term consultants will be recruited to provide specialized inputs in the operational sectors, states, and crosscutting themes (four to five short-term consultants and one long-term consultant). Short term consultants will be hired on a needs basis. TOR for the short-term consultants will be provided by the members requesting consulting services, vetted by the AOA Secretariat and reviewed by the Advisory Committee and approved by the BoD. A long-term knowledge management consultant (domestic) will provide inputs to enhance the effectiveness of the RC on a continuous basis. The consultant's responsibilities will include (i) providing background inputs on relevant knowledge products available in identified areas, (ii) best practices available for the various sectors, (iii) preparing background material for dissemination and capacity building events, (iv) feedback on the effectiveness of capacity enhancement strategies being used along with real-time suggestions , and (v) support for administration. About 30 months of domestic consulting services are envisaged. International expertise will be co-opted in the form of resource persons for documenting and training on international best practices.

g. Secondment and Staff Exchange Program It is also proposed to initiate a Staff Exchange Program (SEP) as part of the RC concept, following the parameters set out for a similar initiative by the World Bank. The objectives of the SEP would be:

1. to contribute to capacity building in participating member institutions,
2. the development of closer and long-lasting relationships with AOA members
3. the development of the professional and technical skills and expertise of the SEP participants and
4. the fostering of cultural exchange and diversity.

The Program also has an important knowledge-sharing component, where the SEP community of partners, participants and alumni contribute to the annual Magazine, the bi-annual SEP Conference & Expo, and ongoing networking activities.

The proposed assignments under the SEP, which can last from one to 12 weeks, must be aligned with the objectives, priorities and interests of the AOA and its members, in order to ensure that each assignment benefits the participating members and the AOA at large. There will be a maximum of 3 staff exchanges in one year and the costs of the SEP will be borne by the AOA Secretariat from the available funds, subject to a maximum of \$10,000 per participant per year; costs exceeding this would be borne by the participating member institution. The host countries where officers under the SEP are sent will be expected to provide office space and necessary logistic support. Participants in the SEP would be expected to prepare a report on their secondment, highlighting the aspects of their experience which could be most beneficial for their own countries and institutions and identifying opportunities for further collaborative efforts and exchanges through online platforms such as discussion boards, blogs etc.

h. Building an E-Library In order to facilitate online access of the members to latest news, knowledge products and information on relevant issues, the AOA website will be upgraded to become a portal on issues related to the institution of the Ombudsman. As a first step, subscription to renowned online knowledge providers such as Blackwell, J-Stor will be made, enabling free access to members via a link on the AOA website and password provided by the AOA Secretariat to each member country. The cost of such online subscriptions is estimated at \$10, 000 for 3 years. Access to some elements of the e-Library could be in the public domain, with free access to all visitors to the AOA website. This would leverage the power of information technology to provide equity in access to knowledge and information and greatly facilitate in breaking down barriers for poorer countries and for less privileged segments within a country to information and knowledge products.

i. Developing Linkages with Academia and developing Knowledge Products There is considerable potential for teaming up with the academia, by establishing institutional linkages with reputed knowledge-based institutions including universities, think tanks and NGOs, to generate a stream of knowledge products such as a Working Paper Series, joint studies and assessments (mentioned earlier at (a) above). Tentatively, \$20,000 is being allocated for this purpose.

j. Small Grants facility In order to facilitate AOA members in undertaking small scale projects, 10 grants of up to \$5000 per project will be made available over a three year period. The scope and criteria of identifying and approving the disbursement of these

small scale grants and the projects they finance, will be determined by the BoD, and processed by the AOA Secretariat but will encourage, reward and incentivise investments into projects/initiatives that aim to bridge the digital divide from a gender and spatial perspective.

VI. SUBSCRIBING TO THE PRINCIPLES OF THE CREATIVE COMMONS AND PROMOTING THE DIGITAL COMMONS

13. The initiatives identified in this proposal are all geared towards creating a community of learning and sharing; this is best achieved by promoting frequent, low cost interaction, availability of and access to knowledge products and information that benefit not only the AOA members but also other stakeholders by using the internet and the AOA website as the platform for knowledge generation and dissemination. Even those aspects of this proposal that do not have IT-based platforms to begin with (such as Study tours) eventually lead to the development of an online pool of information and knowledge, accessible to the AOA members and the general public. In following this approach, the AOA subscribes to the principles of the creative commons, provides free tools that let authors, academics, and educators easily mark their creative work with the freedoms they want it to carry. By providing the AOA members and other stakeholders with access to a vast array of knowledge products that would grow over time, the Resource Centre would help promote the concept of the Digital Commons as well, creating digital repositories of information and knowledge, which member institutions can use for their specific purposes, whose benefits include:

- Institutions—a showcase for the full range of research conducted under university auspices
- Departments, institutes, centers, etc.—a central repository for otherwise scattered research
- Faculty—New "selected works" pages lets faculty members to create their own running archive of works, a long CV, bio, and photo.
- Researchers—highly visible platforms for personal scholarship, plus statistics on readership
- Readers—the institution's intellectual output in a single, easily navigable source, with customized daily, weekly or monthly alerts

VI. COST AND FINANCING

14. The total estimated cost for the RC is \$750,000. It is proposed that the BoD authorize the AOA Secretariat to contact international donor agencies such as the Asian Development Bank, World Bank and UNDP, to explore the possibility of getting the costs of the RC and activities proposed under it, fully financed through Technical Assistance (TA) funds. For purposes of administrative streamlining, the AOA Secretariat will aim to obtain funding for the entire set of activities under this proposal from a single donor, but in case this is not possible, different elements of this proposal will be pitched before different donor agencies.

VII. IMPLEMENTATION ARRANGEMENTS

15. The BoD will provide overall policy and strategic guidance for the activities under the RC and will determine the criteria on the basis of which proposals, requests and applications from members will be evaluated. The RC will be based in the AOA Secretariat, which will manage administrative and financial aspects as part of its routine work, aided by additional contractual staff recruited for the RC.

16. An Advisory Committee for Knowledge Management, headed by a BoD member selected by the BoD, will be constituted. It will comprise (i) Executive Secretary of the AOA; (ii) Program Manager designated for the RC; and (iii) 4 members of the AOA other than those on the BoD; the Committee would be empowered to co-opt resource persons from within AOA members or from government and civil society, if needed, for providing technical and strategic input to any activity under this proposal; these resource persons will be paid an honoraria. The Advisory Committee will meet at least once every 6 months and will report to the BoD, which, as mentioned above, will provide overall policy and strategic guidance. The Advisory Committee will be responsible for all approvals in relation to the activities identified in this proposal, based on the criteria determined by the BoD and subject to annual review by the BoD.

17. A Program Manager for the RC will be designated by the AOA Secretariat or recruited for coordination purposes of all the knowledge management activities under the RC. The Program Manager designated will have overall responsibility for ensuring the achievement of the RC's strategic directions, and to facilitate coordination and involvement of all AOA members.

COST ESTIMATES AND FINANCING PLAN (US\$ 000s)

Item	Total Cost
1. Consultants	
a. Remuneration and Per Diem	120.0
Consultants (30 person months @ average of \$4000 per person month)	
b. International and Domestic Travel	5.0
c. Reports and Communications	5.0
2. Honoraria for Resource Persons	25.0
3. Studies and Impact Assessments (5 studies @ \$10,000 each)	50.0
4. Conferences, Seminars and workshops	30.0
5. Meetings and Retreats (6 events @\$10,000 each)	60.0
6. Study Tours for National and Regional Best Practices	90.0
7. Capacity Building & Training	90.0
8. Secondments & Staff Exchange Program (9 staff @\$10,000 each)	90.0
9. e-Library	10.0
10. Knowledge Products (working paper series)	20.0
11. Small Grants Facility (10 grants @\$5000 each)	50.0
12. Miscellaneous Administrative Cost	15.0
13. Travel and per diem of AOA members, BoD members and AOA Secretariat staff for official meetings (International and domestic)	20.0
14. Equipment	10.0
15. Publication, reports, documentation	30.0
16. Contingencies	30.0
Total	750.0
Capital Expenditure (items at serial numbers 2, 9, 14, 15)	\$ 60
Recurrent Expenditure (remaining items)	\$690

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>Impact Increased efficiency of AOA members' operations</p>	<p>Studies undertaken, impact assessments carried out and sharing of the results of these activities within and amongst member institutions as planned</p> <p>Participation of functional staff at different tiers in capacity enhancement, including trainings</p>	<p>Review missions</p> <p>Impact assessments</p> <p>Case studies</p> <p>Minutes of steering committee meetings</p>	<p>Assumption Executive agencies use findings from the studies/capacity enhancement exercises to improve policy making, operations and implementation.</p>
<p>Outcome Enhanced sharing of knowledge and practices amongst members</p>	<p>Participation in capacity enhancement and internal dissemination Accomplished</p> <p>Collaborative efforts through research, study tours, secondments and staff exchange carried out</p> <p>Increase in the number and sharing and dissemination of knowledge products through electronic means</p>	<p>Review missions</p> <p>Impact assessments and appraisals</p> <p>Minutes of advisory committee meetings</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • Stakeholder commitment to incorporate outputs of the TA into policy, planning and implementation processes • Staff trained institutionalize the training lessons. <p>Risks</p> <ul style="list-style-type: none"> • Inadequate dissemination or utilization of study outcomes • Staff resistance for integration of best practices and training • Transfers of staff trained, seconded or exposed to best practices through study tours • Use of consultants in areas other than the ones they're recruited for

Outputs			Assumptions
<ul style="list-style-type: none"> • Impact assessments, research studies and policy briefs/working papers • Conferences, meetings, retreats • Best practices documentation • Reports on capacity building and relevance • Reports on study tours • Project reports on small grant activities • E-library 	<p>Completion of at least one research study or impact assessment per member and at least three working papers over the TA period</p> <p>Organization of conferences, meetings, retreats as per work plan</p> <p>Compendium published on regional Best Practices</p> <p>Published reports on all study tours</p> <p>Design and implementation of at least 5 small grant funded projects</p> <p>Functional E-library</p>	<p>Progress reports of the TA Team Leader/TA management unit</p> <p>Periodic TA review by ADB staff</p> <p>Impact assessments</p> <p>Minutes of steering committee meetings</p> <p>Annual Review report of the steering committee</p>	<ul style="list-style-type: none"> • Timely compliance • Active participation of stakeholders

Phased Work Plan

Activity	Time Line		
	Year 1	Year 2	Year 3
A. TA MANAGEMENT ISSUES			
<ul style="list-style-type: none"> a. Establish and mobilize the Steering Committee by nomination of chair of the Committee and five members from the General Assembly; organize meeting(s) of the committee b. Establish Sub-committees on a need basis for specific issues/areas c. Establish the TA Management Unit, hire the TA Team Leader and other team members (officers and staff) d. Develop annual work plan and obtain Steering Committee approval e. Develop, finalize and disseminate eligibility and approval criteria for proposals under the TA, including for studies, consultants, tours, meetings, small grants financing 			
B. KNOWLEDGE MANAGEMENT			
Analytical Studies, Impact Assessments and Working Paper Series			
<ul style="list-style-type: none"> a. Obtain from members, proposals for studies, impact assessments and policy papers under the Working Paper Series b. Select proposals for funding based on defined criteria c. Identify partners (academic institutions, research organizations, think tanks) or and enter into formal partnership with them d. Identify, hire and mobilize individual consultants, if any are required for this line of activity 			
<ul style="list-style-type: none"> e. Carry out studies and impact assessments, prepare policy papers f. Review, finalize, publish and disseminate studies, assessments and working papers 			
<ul style="list-style-type: none"> g. Establish e-Library by identifying online content providers, procuring their services and making the e-content available through the AOA website 			
C. INSTITUTIONAL ARRANGEMENTS FOR CAPACITY BUILDING			
Conferences, Seminars, Meetings and Retreats, Study Tours, Secondments and Staff Exchange Program			
<ul style="list-style-type: none"> a. Develop a three-year plan for thematic conferences and seminars over the TA period and bifurcate it into annual plans 			
<ul style="list-style-type: none"> b. Hold conferences and seminars c. Organize meetings and retreats, study tours d. Launch secondments and Staff Exchange Programs e. Publish and disseminate conference, seminar proceedings/reports f. Publish and disseminate study tour reports and link with Small Grants Facility financing of projects 			
<ul style="list-style-type: none"> g. Identify partners (academic institutions, research organizations, think tanks) for specialized training programs and enter into partnership with them 			
<ul style="list-style-type: none"> h. Carry out Mid Term Review (MTR) of the impact of training carried out and review the outcomes of the secondments, Staff Exchange Programs i. Publish and disseminate the results of the MTR 			
D. ADVISORY AND INNOVATION SUPPORT			
Hiring of individual consultants on need-basis and Small Grants Facility			
<ul style="list-style-type: none"> a. Obtain from members, proposals for hiring of individual consultants b. Select proposals based on defined criteria 			
<ul style="list-style-type: none"> c. Obtain from members, proposals for financing small scale projects under the Small Grants Facility d. Launch and execute projects 			
<ul style="list-style-type: none"> e. Hiring and mobilization of individual consultants 			
<ul style="list-style-type: none"> f. Review the outputs of the individual consultants in consultation with relevant member institutions and the outcomes of the small scale projects 			

TERMS OF REFERENCE

Steering Committee

- (i) Provide policy guidance for the Program.
- (ii) Approve the annual work plan and its allied budget for the technical assistance component.
- (iii) Perform an oversight function for the program activities.
- (iv) Monitor the performance of the PSU and the sector support units.
- (v) Ensure DSSP coordination with other DSP, structural adjustment credit, and other programs and projects.

TA Management Unit

- (i) Plan, coordinate, facilitate, and monitor implementation of the TA in line with agreed principles, objectives and targeted outcomes.
- (ii) Coordinate activities with all beneficiary institutions and other stakeholders
- (iii) Act as a secretariat for the TA steering committee.
- (iv) Support, guide, and assist the members and other stakeholders where appropriate, on TA-related issues.
- (v) Interact, communicate and coordinate with the focal persons in the member institutions, partners and other stakeholders
- (vi) Prepare and publish reports documenting, analyzing, and reviewing the TA processes, progress, and results
- (ix) Manage contracts for capacity building

Implementing Agencies

- (i) Be responsible for providing input to the development of the work plans under the TA
- (ii) Ensure dissemination of knowledge products developed under the TA within their respective organizations
- (iii) Organize conferences, meetings, retreats, study tours, secondments and staff exchange programs under the TA.
- (iv) Submit periodic statements of expenditures, where applicable, allowing the tracking of use of TA funds.
- (vii) Facilitate participatory planning to decide on the use of all funds.
- (viii) Perform all tasks and assignments and complete projects undertaken as part of this TA.