

## Terms of Reference

### Knowledge Management Consultant to support the Development of Institutional Knowledge Sharing Capacity in Uganda

#### 1. Background

As a facilitator of knowledge exchange, connecting demand for development know-how to successful experiences across the world, the Bank is actively moving towards becoming a “Solutions Bank”. In doing this, the Bank recognizes that development solutions do not necessarily come from multilateral institutions but are very often anchored in developing countries and emerging market economies. The Bank is well positioned to support knowledge sharing through its unique capacity of local presence in over 120 countries and broad thematic applied expertise in the newly formed Global Practices. This allows it to have a good understanding of both the demand for experiences and the provider side, where effective solutions have been implemented.

As the Bank’s clients, line ministries and sector institutions usually have a domestic mandate for service delivery and are not necessarily known to be focusing much on knowledge sharing. Therefore provision of development experiences by the countries is usually not systematically organized. Country institutions lack the capacity to capture, package and share their – often tacit – experiences.

Following the 2011 Busan High-Level Forum 4 and the 2012 High Level Meeting in Bali which outlined a forward looking agenda for “Country-led Knowledge Hubs” the World Bank has developed a systematic approach to developing institutional capacity for capturing, packaging and sharing knowledge. The demand for this work has been strongly confirmed by representatives from 75 countries during the 2014 2<sup>nd</sup> High Level Meeting on Country-led Knowledge Hubs in Seoul, Korea.

The development objective of this work program is to strengthen the institutional capacity of country institutions to more systematically capture and share critical lessons learned from operations for domestic and international adaptation and scale-up. A suite of technical assistance offerings intend to address capacity gaps at three levels, (i) *internally* to strengthen organizational effectiveness and build resilience against brain drain, (ii) *domestically* to strengthen operational effectiveness to provide better services to clients and partners through knowledge sharing, and (iii) *internationally* to respond to demand for peer learning from other countries in a more targeted and results-oriented manner.

The methodology for engagement with country institutions is foremost driven by co-creation and ownership. The approach is designed to help induce a culture change towards more open sharing of valuable know-how. The technical assistance and training activities strengthen capacities of senior management and staff at two levels. Organizationally, they help to develop the enabling environment for knowledge capturing and sharing to thrive. This is done through co-creation of policies, standard operating procedures, incentive and reward systems, governance structures and technical platforms. At the technical level the technical assistance portfolio includes the strengthening of staff capacities to (i) systematically capture tacit knowledge and operational experiences, (ii) package them so that they

can be shared and used as learning materials, and (iii) help to design knowledge sharing activities that yield results in regards to learning and replication.

This approach and the respective tools have been applied and fine-tuned in several exemplary pilot projects, including Indonesia's National Disaster Risk Management Agency (BNPB), the Lagos Metropolitan Area Transport Authority (LAMATA) in Nigeria, the Federal Ministry of Agriculture and Rural Development (FMARD) in Nigeria, Colombia's National Statistical Agency (DANE) or India's National Aids Control Organization (NACO) under the Ministry of Health and Family Welfare. All pilot projects have been selected by or in close collaboration with the respective World Bank Country Teams and Global Practices.

Organizationally, the Organizational Knowledge Sharing (OKS) program is housed by the World Bank's vice presidency for Leadership, Learning & Innovation (LLI) which emerged from the World Bank Institute.

## **2. Objectives of the Consultancy**

The team is looking for a consultant in Uganda capable of providing local advisory and coordination support to the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) that aims to strengthen its knowledge sharing capacity. The consultant will work closely with the staff at MAAIF in Entebbe, and in particular with the team involved with the IDA-funded Agriculture Cluster Development Project. The consultant will also work in close coordination with the World Bank Task Team supporting this project in Kampala.

## **3. Scope of Work**

The consultant will help create a stimulating learning and knowledge sharing environment for staff and partners of MAAIF, with a view to support the dynamics to overcome challenges and to seek effective solutions. This includes:

- Supporting the development of Knowledge Assets by MAAIF;
- Driving the gathering of Knowledge Assets from the ground across Uganda;
- Packaging Knowledge Assets for dissemination, including digital transmission (in collaboration with MAAIF and its partners);
- Drive replication of the practices that are found to be relevant by stakeholders on the ground;
- Supporting the planning, delivery and logistics of two pilot knowledge sharing activities through joint revision of agendas, materials and methodologies, as needed;
- Contributing to development of tools (templates, facilitation guides, practical exercises, training guides, etc.) for internal and external knowledge sharing activities;
- Providing technical skills building in the areas of identifying, capturing, packaging and sharing operational experiences and lessons learned;
- Contribute to the Knowledge Hubs Community of Practice (at [www.knowledgehubs.org](http://www.knowledgehubs.org)) with blog posts on lessons learned on the change management process happening at MAAIF;

## **Expected Outputs**

Successful implementation of two pilot knowledge sharing activities by MAAIF and its main partners at the national level, including a roll-out plan, the articulation of the various components and the definition of roles and responsibilities of each team member.

Development of a batch of Knowledge Assets capturing lessons learned from best practice in

agricultural development in Uganda.

### **Reporting Process**

The consultant will report to the LLILD KH team leader in Washington DC. He/She will also work in close coordination with the World Bank Task Team in Kampala responsible for the Agriculture Cluster Development Project.

### **Logistic Support**

Travel, per-diem (as per World Bank policy) and accommodation needs as identified in collaboration with the consultant will be covered by the World Bank. The consultant will be responsible for all the other cost related to the assignment.

### **Timetable**

The initial period of the consultancy is expected to span nine months from October 2015 through end of June 2016 with potential for extension. Level of effort required during that period is expected to be part-time and variable based on demand from the client.

### **Required Qualifications**

- Relevant university degree in the field of learning, knowledge management, business administration or public administration with minimum of five years of experience implementing knowledge sharing, learning design, distance learning, or related tools and strategies
- Experience with coaching, training and/or group facilitation
- Experience with institutional development processes highly desirable
- Strong personal interest in knowledge work and the South-South agenda
- Some knowledge of ICT for capacity development highly desirable
- Understanding of international development, capacity development and aid effectiveness issues also preferred
- Candidate must reside within Uganda, preferably within the Entebbe metropolitan area

**Send Expression of Interest letter with CV to Laurent Porte at  
[lporte@worldbank.org](mailto:lporte@worldbank.org) before October 23, 2015**