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## Caritas Europa Strategic Framework 2020

### UNITED IN FRATERNITY FOR MORE SOLIDARITY IN EUROPE

#### Terms of Reference for the Knowledge Management (KM) Task Force 2018-2019

##### A. Introduction

The Regional Conference of Caritas Europa (CE), in its meeting of May 2016 in Lourdes, has defined a series of priorities for the network in the Strategic Framework 2020 in form of Strategic Functions, Goals and “Outcomes 2020”. In order to facilitate the active participation of the member organisations in the joint work of Caritas Europa, a number of working structures will be put in place.

The following terms of reference will be applicable to the **Knowledge Management Task Force (KM TF)** to be created to achieve the following Outcome:

Strategic Goal III.2: **Caritas Europa learns and exchanges knowledge, experience and expertise to be more effective and sustainable.**

Outcome by 2020:

2.4. Caritas Europa has implemented a knowledge management system, i.e. a systematic way of sharing experiences and key information for continuous improvement, mutual learning and joint actions.

##### B. Mandate

The mandate of the KM TF is defined from 1 January 2018 to 31 December 2019 and can be prolonged if needed.

The Task Force (TF) will ensure a committed contribution to a series of outputs, tasks and activities for the implementation of the work plan 2018-2019. The outputs, tasks and activities hereunder will be discussed and enriched during the first meeting of the KM TF that will take place before April 2018.

##### 1. Proposed outputs

- An **Inventory** of KM tools and practices– a structured overview of the Knowledge Management practices and tools in the CE network (CE-S and network), identification of synergies, complementarities and possible missing elements.
- **(Strategic) discussion paper** on KM in CE.
- **Piloting** of KM practices on a network level.
- A **KM handbook** for the CE network.
- **Monitoring and promotion** of the existing KM tools (Mapping, Caritas Poverty Observatories (CPOs), Baobab ...) as key elements of the KM system;
- Increased International Aid Transparency Initiative (**IATI**) reporting by Caritas Europa Member Organisations (CE MOs);
- Annual Knowledge Management **workshop**.

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## 2. Proposed tasks

### *Knowledge management*

- Look into the different Caritas Europa knowledge management tools already used in the CE network (Mapping , Baobab, CPOs) and knowledge management practices (thematic websites, blogs, virtual offices, communities of practice ...) and asses how they can be components of an overall system and see if something is missing in order to make it coherent.
- Collect good practices from member organisations in the field of KM.
- Propose ways to pilot a KM approach for the network: How to encourage all MO to use the common tools?
- Draft a (strategic) discussion paper on Knowledge Management in the network.
- Prepare and propose a KM handbook for the network.

### *Mapping and CPOs - as key element of the KM system*

- Monitor the mapping system and CPOs on a regular basis
- Follow up on the developments relating to IATI and propose adequate action
- Propose strategic priorities for data gathering based on needs in the network
- Agree on extensions to the mapping system to be designed by the service provider to better meet the needs identified
- Actively promote the CE mapping tool and CPOs and propose strategies to stimulate all MO to complete and use the tools
- Support the organisation of the annual KM workshop that brings together the KM community in the reference network
- Support the drafting of terms of reference for external evaluations of the tools

### *Other, defined tasks*

- Agree on the Task Force's work plan and – if relevant – define the budget required for its implementation.
- Ensure reporting to the Organisational Development Action Group (OD AG), and the CE Secretariat (final reporting, and upon request.)
- Upon invitation participate in the Consultative Forum and meetings of the Reference Network
- Contribute to the M&E of the work realised in 2018-2019.

## C. Functioning and working methods

The Task Force is accountable to the Organisational Development Action Group (OD AG).

The Chair, or another member of the Task Force, will be a member of the OD AG in order to assure proper communication and exchange of information.

The Task Force will meet at least 2 times per year and will also communicate via Skype meetings, e-mail and phone calls. All Task Force members can be invited to participate in the Consultative Fora. Approximately 10 working days per year have to be foreseen to ensure the assigned tasks.

A Caritas Europa Secretariat staff member will provide support to the Task Force through: Working out the agenda's for the Task Force meetings with the chair, distribution of the meeting documents to the Task Force members, drafting of the minutes, information sharing etc...

The Members bring experience and knowledge from the national level to the European level of the organisation.

## D. Profile of members

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The Knowledge Management Task Force (KM TF) is composed of experts (in mapping and/or knowledge management) from Caritas organisations in Europe who have been designated by their organisation for this task.

Members of the TF are expected to:

- bring their experience and knowledge from the national to the European level of the organisation.
- have documented knowledge of, and experience in the themes and issues that the TF in question is entrusted with
- have a good command of English and
- be firmly committed to Caritas Europa's aims and values

It is envisaged that the group will be composed of (up to) 8 persons with a proven experience in knowledge management reflecting the geographical coverage of the network and a fair representation of women and men.

The Executive Board members, as well as the Secretary General of Caritas Europa or his delegate can participate in any meeting of the KM Task Force.

## **E. Membership procedure**

The membership is open to every Caritas Europa Member Organisation that may designate no more than one member to the Task Force.

- a. Members of the former 'mapping committee' and KM task force can confirm their participation in the new KMTF by e-mail to the Caritas Europa Secretary General ([Secretary-General@caritas.eu](mailto:Secretary-General@caritas.eu)) by 31 January 2018.
- b. Interested Caritas Organisations, not member of the mapping committee or actual KM TF, propose their candidate to the Caritas Europa Secretary General ([Secretary-General@caritas.eu](mailto:Secretary-General@caritas.eu)) by 31 January 2018. This proposal is accompanied by a motivation letter of the candidate and proof of expertise (CV) on the related topic, and agreement from the Director of member organisation.
- c. If necessary Members of the Task Force will be selected according to following criteria:
  - i. expertise (knowledge and experience);
  - ii. geographical diversity;
  - iii. equality between men and women;
  - iv. other relevant criteria can be taken into account.
- d. The Senior Management Team will assess the candidatures and appoint the members of the Task Force.
- e. The Secretary General will inform all the candidates and the directors of Caritas Europa member organisations by mid-February 2018.
- f. The Secretary General will present the composition of the Task Force to the OD AG (Organisational Development Action Group).

A first meeting of the new knowledge management task force should take place before April 2018

## **F. Costs/expenses**

Members of the Task Force - through the organisation that nominated them - are responsible for covering their own travel, accommodation and sustenance costs (food, drinks, incidentals in hotel etc.) in order to attend the Task Force functions.

Members of the Task Force from member organisations that are eligible for partial reimbursement according to the annexed Caritas Europa Travel Support rules will submit the due documents as set out in the annex.

Annex I: Knowledge Management (1 pager)

Annex II: Caritas Europa Travel Support Rules (CETS)

## **Annex I: Knowledge Management**

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## **Knowledge Management, Keeping everyone informed**

### **Overview**

We need knowledge to answer questions and to help us advance. Knowledge is kept in documents and in people. However, documents can get lost and people come and go.

With hundreds of thousands of people active in the 49 Caritas organisations across 46 countries, working in different areas of activity in various environments, the amount of knowledge and knowhow in the Caritas Europa network is huge!

We need to make sure that this core knowledge is used and does not get lost.

At the European level, we keep a close eye on the retention and sharing of information through our cross-network working structures that bring together people from different Caritas organisations to contribute to the common strategic framework. Groups of people can also learn with and from each other via our learning paths.

We also have our mapping database and the confederation-wide Extranet that allow members of staff to locate each other, discuss, store and find documents.

We now need to make sure that we all understand and use the tools in place and collectively benefit from all the knowledge available!

### **Why do we need this?**

We need to improve and focus knowledge development efforts to match our needs and to make sure that we do not re-invent the wheel or repeat past mistakes.

We need to better protect and exploit the knowledge we have.

We need to be able to quickly and efficiently find the documents we need and to know who to contact in different instances.

We need to know how to best transfer knowledge to those who need it.

### **How does it work?**

Caritas Europa is in the process of setting up a new task force to tackle the issue of knowledge management. It will be important to structure and systematise the tools we have and to exploit their full potential.

We want to make Caritas organisations aware of the tools and their value and encourage them to join in and use them. Likewise, we want to help them understand how the different communities of practice work.

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### Caritas Europa Travel Support (CETS)

Proposal for reimbursement of travel costs to Caritas Europa member organisations starting 1 January 2018 until 31 December 2019

Member organisations from following countries can claim reimbursement of travel costs:

- Albania
- Armenia
- Belarus
- Bosnia Herzegovina
- Bulgaria
- Croatia
- Estonia
- Finland
- Georgia
- Greece
- Iceland
- Latvia
- Lithuania
- Macedonia
- Moldova
- Montenegro
- Romania
- Russia
- Serbia
- Slovakia
- Turkey
- Ukraine

Also Caritas organisations from Azerbaijan and Kosovo can claim reimbursement of travel costs.

Under following conditions:

- The CETS applies for the participants of the above mentioned MOs who are members of CE Working Groups or Steering Groups. Maximum 1 participant per MO per working structure.
- The CETS applies for the participants in CE activities, when the invitation to this activity explicitly states that these rules can be applied. Maximum 1 participant per MO will be supported. If more participants per MO can be supported, this will be explicitly informed.
- If other grants or financial support for the travel can be used by CE or the MOs, the CETS doesn't apply
- Following costs will be reimbursed:
  - o 75% of the flight or train ticket, cheapest choice, in economy class. Up to a maximum of 400 €.
  - o Lodging: hotel costs up to a maximum of 100 € / night.
- Following costs will not be reimbursed:
  - o Local transport, including taxis
  - o Board costs, except if the breakfast is included in the hotel cost.
- The reimbursement claim with original supporting documents shall be send postal to Caritas Europa at latest one month after the event.
- Any exception to these rules has to be expressed in written in the invitation to the event.