



# A New Governance Structure for the Knowledge Platform

## *27 September 2017*

### Background: Rationale for changes to the governance structure of the KPSRL

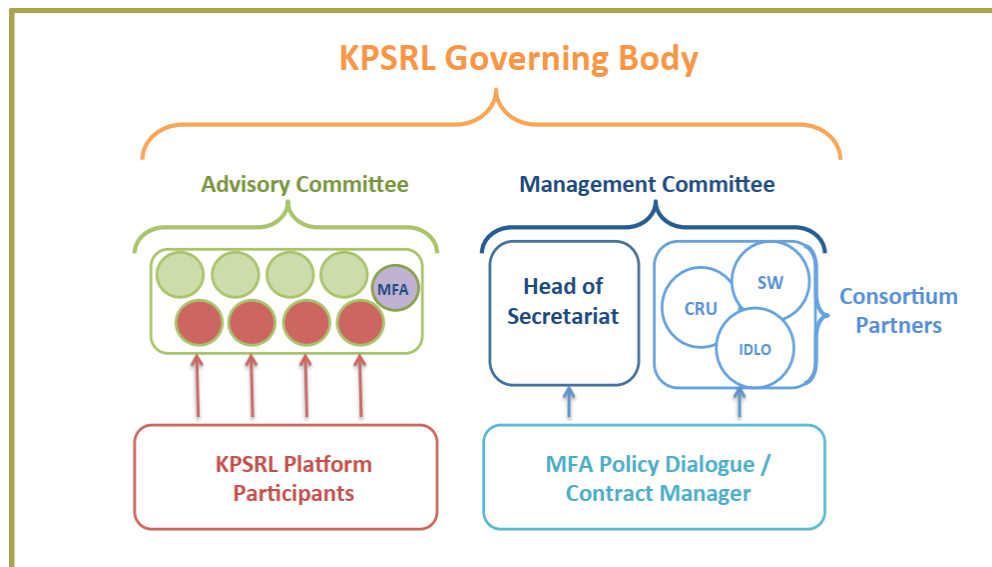
- In the period 2012-2016 the KPSRL was governed by a Steering Group consisting of experts in the field of Security and Rule of Law, including a representative from the Netherlands Ministry of Foreign Affairs (MFA). The Steering Group was the highest decision-making body in the Platform and was responsible for the Platform achieving its objectives, by defining the strategic direction of the KPSRL, by setting the knowledge and research agendas, and by signing off on annual plans and budgets for the Secretariat of the Platform.
- For the period 2017-2020, the KPSRL is run under a tender agreement, which changes the position of the MFA and the Steering Group in the KPSRL governance structure. Most importantly, the MFA can no longer be represented in the governance structure in a decision-making position, as this could give rise to a conflict of interest. In addition, given the new contract-based structure the decision-making power can be no longer in the hands of the Steering Group, as they are not party to the contract.
- The current phase of the KPSRL means there is greater capacity in the Secretariat (now four staff, one of whom is seconded to the MFA one day a week) compared to the previous phase of the KPSRL. Also, the Consortium Partners – Clingendael, IDLO, and Saferworld – are playing a greater strategic guiding and decision-making role, based on their expertise and reach, as well as their legal role as accountable contract holders.
- The greater level of ambition for this phase - to strengthen the Platform's capacity to learn, to broaden the diversity and reach of the Platform, including internationally – requires a reformulation and strengthening of the governance arrangements to support this.
- We would like to see the governance structure as a route for the Platform participants to have a greater voice, both via the Secretariat, and through rotating spaces on the new Advisory Committee that will be one of the pillars of the new governance structure.
- We want to ensure that the Consortium Partners play a meaningful leadership role that is subject to checks and balances. This means that the governance structure should include a transparent system to address potential conflicts of interests related to funding for research through the Knowledge Management Fund (KMF) and the formulation of the KPSRL research agenda for NWO/WOTRO Calls for Proposals.

## Key features of the revised governance structure

The governing body of the KPSRL will be comprised of three elements:

1. A Management Committee, formed by the Consortium Partners and the Head of the Secretariat.
2. An Advisory Committee, formed by eight members and a Chair. Four members will be selected by the Management Committee, and four members will be selected through an open call to the Platform participants. The ninth and final seat on the Committee will be filled by a representative of the MFA. The Advisory Committee will select one of its members to be its Chair.
3. The Ministry of Foreign Affairs, as the contract holder will interact with the Management Committee through a policy dialogue. The MFA will also be a member of the Advisory Committee.

The governing body will meet in-person bi-annually, with one meeting linked to the KPSRL Annual Conference. The Chair of the Advisory Committee will chair the in-person meetings of the governing body.



## 1. Management Committee (MC)

The Management Committee will be responsible for strategic guidance and decision-making, and is formed of the three Consortium Partners and the Head of the Secretariat of the KPSRL. The functions include planning, accountability, evaluation and quarterly oversight. This is the core partner group for the MFA to engage with on all aspects related to the contract. The Management Committee will meet quarterly, followed by a Policy Dialogue meeting with the MFA.

The MFA and the Head of Secretariat will meet regularly in between quarterly Management Committee-MFA policy dialogue meetings and the bi-annual governing body meetings, to discuss upcoming operational issues and to continuously seek ways to build on and strengthen the relation between policy makers and the other Platform participants. Furthermore, on a regular basis the MFA and the Head of the Secretariat will jointly review the results from the agreed arrangement for the KPSRL Liaison Officer to sit in the MFA one-day a week, and assess the success of the ToR overseeing this arrangement. Issues that affect the strategic direction of the Platform and/or the contractual arrangements will be referred to the Consortium Partners for guidance.

The penholder for the KPSRL project, the Clingendael Institute, through the Head of the Conflict Research Unit (CRU) manages all contract-related issues with the MFA and will be the lead contact point on contractual issues. The Clingendael Institute and the MFA (Head Rule of Law and Peacebuilding Division), will have bi-monthly meetings to check in on agreed arrangements on both policy and contractual issues.

**Membership:** Mariska van Beijnum, Head of CRU, Clingendael Institute; Marco Lankhorst, Head of Strategic Impact and Learning Initiatives, IDLO; Madeline Church, Head of Organisational Development Unit, Saferworld; Megan Price, Head of Secretariat, KPSRL

**Key relationships:** Contract manager MFA; MFA senior policy advisor KPSRL; MFA Head Rule of Law and Peacebuilding Division; Advisory Committee

## 2. Advisory Committee (AC)

The Advisory Committee will advise the Management Committee on the Research Agenda for the KPSRL and the Annual Thematic Headlines, and the thematic focus of the Annual Conference. It will play an active role in working towards the KPSRL Strategic Objectives: **Innovation in networking; Diversifying membership; Internationalizing the network; and Ensuring the sustainability of the network.**

In addition, the Advisory Committee will have a specific role to play in guarding against conflicts of interest in Consortium Partners use of the Knowledge Management Fund (KMF) (see below). While the Advisory Committee will not have decision-making power, the Secretariat is expected to report back on how the Committee's advice was taken into account, and explain the rationale for accepting the advice or not. In order to prevent the Secretariat from having to respond to any and all suggestions made in the Advisory Committee meetings, the Chair of the Committee will be responsible for the Advisory Committee to come to a limited set of agreed upon points of advice for the Secretariat to take into account. In addition to that, the Secretariat will draft reports of the

discussions in the Advisory Committee that reflect the wider discussions that have taken place (so as to capture the richness of those discussions for future reference). These reports will be made publicly available on the KPSRL website.

### Participation in the Advisory Committee

The new Advisory Committee will be comprised of up to nine specialists in the field of Security and Rule of Law. One place on the Committee is reserved for a representative of the MFA to ensure that the voice of the policy makers is included in the Advisory Committee discussions. Four places will be drawn from an open call to KPSRL participants to nominate individuals for the position.

Platform participants are also invited to nominate themselves. The decision-making as to which of the nominees will ultimately enter the Advisory Committee will be in the hands of the sitting members on the Advisory Committee. Four other places on the Committee will be filled by individuals that will be selected by the Management Committee (in consultation with the sitting Advisory Committee members) based on their thematic and geographical expertise, with an eye to maintaining an appropriate gender balance, regional representation, and size and focus of the institutions they work for. In this way, the Management Committee will ensure that Advisory Committee composition is relevant to the KPSRL objectives and strategy, and contains a healthy mix of academic institutions, NGOs, practitioners, policy makers and advocates.

The decision-making process on membership of the Advisory Committee (be it by sitting members of the Advisory Committee or by the Management Committee) will be guided by a list of selection criteria that will apply to the Advisory Committee as a whole, ensuring that the Committee through its membership will be able to contribute to the KPSRL achieving its objectives:

1. Proven track record of professional engagement in the field of Security and Rule of Law;
2. Proven track record of testing conventions and being able to 'think-outside-the-box' in order to support the Platform to remain innovative and continue to test boundaries in the Security and Rule of Law field;
3. Ability to think and act independently of the interests of the organization in which an individual is working, if this is deemed better for the course of the Platform;
4. Mixture of individuals based in donor countries, and individuals based in the fragile and conflict-affected countries that the Platform is focusing on to ensure further internationalization of the Platform;
5. Mixture of practitioners, advocates, academics and policy makers to ensure adherence to the broad basis of the Platform;
6. Mixture of men and women to ensure gender balance in the Advisory Committee;
7. Mixture of junior, medior and senior professionals;
8. Effective linkages to the international policy discourse on Security & Rule of Law to support the Platform's objective to internationalize the network and explore potential new funding arrangements to ensure the sustainability of the network.

Each member of the Advisory Committee will be asked to serve for two years, with the possibility of extending for another two years. Each member is expected to participate in two meetings a

year (for which economy class travel to the Netherlands, travel within the Netherlands and overnights for three days each time will be paid, if relevant)<sup>1</sup>. They are also expected to be advocates for the work of the KPSRL, in furthering its strategic objectives, in particular expanding its international reach and promoting diversity (see the Advisory Committee Member and Chair job descriptions below).

For the first iteration of the Advisory Committee, the current Chair of the Steering Group, Willem van Genugten, will be asked to serve as the Chair of the Advisory Committee from 1 January 2018 until 31 December 2019. In addition, the remaining current Steering Group members (three in total, George Mukundi, Anton du Plessis, and Yannick du Pont) will be asked to stay on as Advisory Committee members for a maximum period of one year (January – December 2018). Depending on when new Advisory Committee members can come in, the current Steering Group members may decide (in consultation with the Chair of the Advisory Committee) to step down earlier. This will ensure the carry-over of institutional memory, and enable starting a staggered rotation scheme for the Advisory Committee.

No members of staff from the Consortium Partner organizations are permitted to be members of the Advisory Committee.

As of 1 January 2020, the members of the Committee will select their Chair out of their midst. Whereas the position of the Chair of the Steering Group was remunerated, in the new set-up a transition process will be followed through which the Chair position will become a voluntary position as of 1 January 2019. The remuneration will gradually be reallocated to support the Advisory Committee in conducting its role in guiding the Platform to reach its objectives. The Secretariat will administer these funds, and the Advisory Committee and the Management Committee will together agree an annual plan for how these should be spent. These funds are not intended to be used as per diems for the Advisory Committee.

### Role of the Advisory Committee on conflicts of interest

The Consortium Partners are permitted to submit applications to the Knowledge Management Fund. These are processed through the KMF normal procedures, and scored against the same criteria as any other application. In addition, when the Secretariat receives an application for the KMF from one of the Consortium Partners, the Advisory Committee Chair and one other Advisory Committee member without interest in the application will be asked to use the KMF criteria and scoring system to assess the application individually, and make their scoring and assessment available to the Head of Secretariat. This does not replace the role of the Head of Secretariat in using the criteria and scoring system to make her decision, but is intended as a further check and to ensure transparency. The Secretariat will take the Advisory Committee's assessment under advisement. This process will be clearly outlined on the KPSRL website, alongside the application and scoring criteria. The MFA reserves the right to query decisions made on any conflict of interest issue involving any Consortium Partners use of KMF money.

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<sup>1</sup> Per diems, hotel room incidentals, business class upgrades, and travel expenses incurred outside the Netherlands are the responsibility of the individual or his/her associated organization.

## Applications from Advisory Committee members for funds from the KMF

Advisory Committee members are permitted to submit applications to the Knowledge Management Fund. These are processed through the KMF normal procedures, and scored against the same criteria as any other application. In addition, when the Secretariat receives an application for the KMF from one of the Advisory Committee members, one of the Consortium Partners will be asked to use the KMF criteria and scoring system to assess the application individually, and make their scoring and assessment available to the Head of Secretariat. This does not replace the role of the Head of Secretariat in using the criteria and scoring system to make her decision, but is intended as a further check and to ensure transparency. The Secretariat will take the Consortium Partners' assessment under advisement. This process will be clearly outlined on the KPSRL website, alongside the application and scoring criteria.

No joint applications to the KMF from an Advisory Committee member (meaning the individual member as well as the organization for which they work) and a Consortium Partner (individual or organization) will be accepted.

**Key relationships:** *Head of Secretariat KPSRL, Management Committee, KPSRL participants*

### 3. Ministry of Foreign Affairs

The MFA has the following tasks and functions in relation to the KPSRL:

1. Contract Management - MFA will always be able to query any issues related to the contractual arrangements, including KMF
2. Representation in the Advisory Committee (exempt from KMF application review)
3. Policy Dialogue with the Management Committee (including, but not limited to the KPSRL Annual Plan and Report, the Annual Conference and the Research Agenda)
4. Contract holder of NWO- WOTRO research grants, managed in accordance with the agreement and the MoU between NWO – WOTRO, KPSRL and MFA
5. Maintaining the link with other MFA Knowledge Platforms

**Key relationships:** *Management Committee, Head of Secretariat, Clingendael, Advisory Committee*

## Job descriptions

### Advisory Committee Member

**Purpose:** to provide advice and input into strategic direction of the KPSRL, taking a lead from the wider Platform community of Security and Rule of Law experts of which they are a part, feeding back to the wider Platform community on a regular basis, and acting as an ambassador and advocate for the KPSRL approach to learning and knowledge uptake.

**Advice and input:** to review and input into KPSRL Annual Plans, the Annual Conference, and the Research Agenda.

Consulting the wider Platform community and feeding back to them: to bring the interests of the wider Platform community into discussions in the governing body, and to find interesting and creative ways to provide feedback to that wider community through the KPSRL Newsletter, blogs, and the Annual Conference, and expand its reach/scope.

Acting as an ambassador and advocate for the KPSRL approach to learning and knowledge uptake: to seek out new arenas where the learning and knowledge generated by the participants in the KPSRL can make a difference; to draw in those with important knowledge that may not naturally find a home in the KPSRL.

Each member is expected to attend two in-person meetings a year, one of them linked to the Annual Conference.

Each member, with the exception of the MFA representative, is expected to review applications to the KMF by the Consortium Partners, using the agreed criteria and scoring procedure to ensure assessment is transparent. Their assessment will guide the decision-making process undertaken by the Secretariat, who ultimately decides on approval of applications based on the spread of applications, and available funds.

### Chair of the Advisory Committee (chosen by members of the Advisory Committee)

**Purpose:** to chair the Advisory Committee of the KPSRL, and provide advice and input into the strategic direction of the KPSRL, and to support the Head of Secretariat of the KPSRL when applications for funding are made to the KMF by the Consortium Partners.

To facilitate and chair the bi-annual meetings of the KPSRL governing body, and work with the Head of Secretariat and the Advisory Committee to agree upon agendas.

**Advice and input:** to consolidate/harmonize and deliver to the Management Committee the input of the Advisory Committee into Annual Plans, the Annual Conference, and the Research Agenda defined by the KPSRL and its Secretariat.