

TERMS OF REFERENCE (TOR)

Group training to strengthen the knowledge management capacity of the Japan-ASEAN Integration Fund (JAIF) Management Team (JMT)

Background

The Japan-ASEAN Integration Fund (JAIF) was officially established in March 2006, aiming to support the ASEAN's comprehensive integration efforts to create a vibrant, dynamic, and resilient ASEAN Community. This strategic goal will be achieved by implementing the *ASEAN 2025: Forging Ahead Together* – which consists of the blueprints for the ASEAN Political Security Community (APSC), the ASEAN Economic Community (AEC), and the ASEAN Socio-Cultural Community (ASCC) – as well as the Initiative for ASEAN Integration (IAI) Work Plan IV and the Master Plan on ASEAN Connectivity (MPAC) 2025. JAIF also promotes greater cooperation and friendship between ASEAN and Japan and addresses emerging regional issues and challenges, such as transboundary disease and natural disasters.

To assist ASEAN and the Government of Japan (GOJ) in accomplishing the strategic goal and to facilitate the effective utilisation of JAIF, the JAIF Management Team (JMT) was established and became operational in February 2011 (<https://jaif.asean.org/jmt/>). JMT has since acted as an operational instrument of JAIF. Major responsibilities of JMT include but are not limited to: liaising and coordinating with JAIF partners and stakeholders, notably the ASEAN Member States, the ASEAN Secretariat (ASEC), Proponents, and Implementing Agencies; assisting them at all stages of the project life cycle – identification, formulation, implementation, monitoring, and reporting – including provision of advice on financial and procedural matters; monitoring progress and achievements made by JAIF-funded projects for integration into the JAIF Project Matrix and Database; and reporting on the up-to-date situation and financial balance of the Fund.

By the end of April 2024, the GOJ has contributed more than 887 million US dollars to JAIF, financing nearly 600 projects and covering an array of areas, such as disaster management, health sector development, education, cybersecurity, environmental protection, food security, digitalisation, businesses incubation, tourism development, youth exchange, and so forth. On average, JMT monitors and manages the portfolios of as many as 120 projects simultaneously, including ongoing, pipeline and operationally-closed projects.

As the JAIF portfolios continue to grow, it is considered essential for the JMT staff to share proactively the operational knowledge, experiences, and lessons drawn from project portfolio management, and to identify and propose areas for improvement in operational knowledge management, which will help **accrue institutional memories on effective project management, improve JMT's performance on portfolio management, and ultimately guide JAIF partners in the field through more effective project management without delays.**

Reinforcing the JMT's communications and visibility pathway is another essential element which must be strengthened **to showcase the achievements of JAIF more widely within and beyond the ASEAN region.** To this end, JMT will identify new knowledge and lessons from JAIF-funded projects and produce and disseminate information or knowledge products in support of JAIF awareness raising and sensitisation amongst JAIF stakeholders and the public.

Objectives

The Training on Knowledge Management is expected to equip the JMT staff with the processes, tools, and culture required to enable capturing, generating, managing, synthesising, sharing, and re-applying practical operational knowledge and to co-create and innovate an effective organisation. Specifically, the training will assist the JMT staff to:

- better understand the importance of knowledge management for improved JMT operations;
- gain a deeper insight into the fundamentals and key principles and concepts of knowledge management - identifying, evaluating, creating, organising, storing, disseminating, and using the information and knowledge, which will be generated from within JMT and also derived from the experiences of JAIF-funded projects;
- equip the staff with the skills necessary to translate the above principles into concrete actions and organise knowledge and information with a JAIF knowledge base, which is currently called Knowledge Matrix and under improvement;
- foster a culture of collaboration, knowledge exchange, and information sharing across different JMT groups; and
- develop steps for an enhanced knowledge management approach and share insights for overcoming challenges and recognising success in knowledge management.

Scope of Work

- 1) **Needs Assessment:** The selected service provider will conduct a needs assessment to identify the knowledge gaps and training needs of JMT. This action may involve surveys, interviews, or group discussions with the JMT staff.
- 2) **Course Design:** Based on the needs assessment and the existing training programmes and experiences of the service provider, a customised training programme will be designed. This process may include selecting relevant topics, developing learning objectives, and creating course materials.
- 3) **Delivery of Training:** A training course will be delivered online. It should be interactive and engaging with participants to apply and practice what they will learn from the course.
- 4) **Evaluation:** The effectiveness of the training will be evaluated by collecting feedback from the JMT staff and assessing changes in their knowledge or behaviours.
- 5) **Reporting:** The service provider will craft a report detailing the training process, outcomes, and recommendations for follow-up actions if any to make JMT further effective and innovative. The report will help JMT to understand the effectiveness of the training, its likely impact on JMT performance, and a suggested course of action to take for future knowledge management initiatives.

Deliverables

The selected service provider is expected to provide the following deliverables:

- a) A needs assessment and a detailed training plan with materials;
- b) Online training (as well as in-person sessions depending on the availability of trainer(s) and the feasibility of such an arrangement); and
- c) A report summarising outcomes of the training, including its evaluation reflecting the effectiveness and potential impact of the training, as well as recommendations for future actions.

Timeframe, Duration, and the Number of Participants

Online training shall take place in the latter half of 2024 and may be organised twice a week over a period of 6 weeks for the JMT staff (10 people). The total duration of the training course can be as long as 36 hours: two 3-hour sessions per week. Specific dates and times to hold training modules will be determined in consultation between JMT and the selected service provider.

Administration, Reporting and Coordination

A contract for this assignment will be issued by the ASEAN Secretariat. The selected service provider will work closely with JMT.

Bidder's Qualifications and Experience

At a minimum, the bidder shall meet the following criteria:

- 1) Demonstrated experience in the provision of capacity-building training with international or regional organisation(s) in the area of knowledge management or related fields. Institutions with experiences providing training courses to international trainees or conducting training outside the country where the training provider is located/registered, will be considered on a priority basis. Submission of detailed past training records will help assess the qualification.
- 2) Demonstrated ability to fulfill the scope of work by submitting a detailed proposal together with a work schedule and a list of envisaged outputs and deliverables.
- 3) Competency to conduct knowledge management training in fluent English. Submission of English proficiency test results – e.g., IELTS – is requested unless trainers are native English speakers or degree holders of higher education in English.
- 4) Proof of delivery of group training courses effectively and timely evidenced by assessments of bidder's performance by trainees through post-training surveys, external evaluations, third parties' opinions, beneficiaries' voices, etc. (Please submit list of past group trainings).
- 5) Evidence as a professional organisation holding a cadre of experts by submitting a list of proposed trainer(s) together with their CVs or bios portraying relevant experiences and academic degrees/backgrounds.

Notes

- A detailed financial proposal indicating the costs - IDR for local bidders or USD for international bidders – is required for undertaking the assignment.
- Failure to provide required information and documentation – such as past training records, CVs, a work plan/schedule, English language proficiency certificates (e.g. IELTS), and diplomas from English-speaking higher education if applicable – will result in disqualification.
- The Terms of Payment: the first payment – or 50% of the total course fee – shall be made upon completion of a needs assessment. The remaining 50% shall be disbursed after the submission of a training report.

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