



ASEAN-AUSTRALIA DEVELOPMENT COOPERATION PROGRAM (AADCP) PHASE II

TERMS OF REFERENCE FOR *Strategic Planning Support for Programme Cooperation and Project Management Division of the ASEAN Secretariat*

The ASEAN Secretariat and the Australian Government, through AADCP II, invite applications from consultants for the above-referenced project.

I. Background

Each year, ASEAN Secretariat (ASEC) facilitates a substantial number of programmes and projects that aim to strengthen integration under the three ASEAN Communities. The total programme and projects value as indicated in the submitted proposals since 2009 has exceeded 1 Billion USD.

These initiatives are generated from various sources, including ASEAN Sectoral Bodies and Working Groups, ASEAN Dialogue Partners, multilateral agencies and development banks, ASEAN Member States (AMS) or other ASEAN stakeholders, as well as ASEC itself. Scope, size, duration, source of funding, management approach and governance structure for these programmes and projects widely vary. The activities supported through these programmes and projects are also diverse, from one-off activities (such as a workshop or training) to multi-sector, multi-year programmes with multi-million dollar budgets. There is a clear need for ASEC to systematically coordinate, facilitate and monitor these programmes and projects to maximise effectiveness and efficiency, and to understand their overall impact on the achievement of ASEAN Community objectives.

Within ASEC, the Programme Cooperation and Project Management Division (PCPMD) is responsible for strengthening and maintaining the ASEC project management framework (PMF) as well as supporting ASEAN and Dialogue Partner development cooperation programmes and projects. It processes the appraisal and approval of ASEAN Cooperation Projects and facilitates programmes in ASEC. The Division likewise serves as the focal point both for programme development and oversight and implementation coordination for bigger multi-year and multi-sectoral programmes such as AADCP II, US PROGRESS and US ACTI, EU-ARISE Plus and READI Dialogue Facility programmes.

In 2017, PCPMD identified a number of focus areas for its work: (1) programme cooperation; (2) development and implementation of a project management framework (PMF); (3) development and implementation of an ASEAN projects database; and (4) project management leadership. This is in line with ASEC's objective of having well-defined processes and systems to govern development cooperation programs and projects, and ensuring they are aligned with the principles of ASEAN centrality in the conduct of its external relations.

PCPMD has been actively developing systems and tools, as well as conducting capacity building activities, in project management and Monitoring and Evaluation (M&E). This includes the ongoing development of an online database for project proposal management, and development of a Project Monitoring and Evaluation Framework (PMEF). These relatively modest projects follow on from the "Strengthening ASEAN Secretariat's Project Management Framework" project supported by AADCP

II, which concluded in 2012 with two main recommendations, namely enhancing the M&E framework and clarifying PCPMD's mandate for the implementation of PMF. While these tools and systems are yet to be finalised or systematically implemented across ASEC, they demonstrate a commitment to improve project management in ASEC and to complement the various results-based monitoring systems that currently exist across the three Directorates overseeing the ASEAN Community Pillars, as well as within the various projects and programmes themselves.

In order to ensure that these tools and systems are used effectively, PCPMD needs to build ownership and garner support from its stakeholders, including dialogue and external partners and across ASEC, particularly the integration monitoring and analysis offices under each of ASEAN's community pillars and other Divisions in ASEC that are directly managing programmes and projects or directly liaise with project implementers. PCPMD needs to clearly articulate to its stakeholders what its mandate is within ASEC, where and how it can add value, and identify where its work sits in ASEC's business processes and overall ASEAN project systems. Subsequently, PCPMD needs to ensure that its systems and tools are fit for purpose to deliver that value.

II. Needs and Objectives

This project aims to:

- a) Support PCPMD to best articulate its mandate, along with a specific description of its roles and responsibilities, outputs and activities, describing the value it brings to ASEC's programme cooperation, project management, and results-based management;
- b) Identify any systems or processes required for PCPMD to better execute its mandate and work with internal and external counterparts more effectively;
- c) Identify the required capacity in PCPMD and in ASEC, both in terms of expertise and technologies, to support implementation of these systems and processes; and
- d) Conduct follow up training and workshops, in support of the above initiatives.

III. Outputs

This project will provide technical assistance to address the above needs. Specifically, it will provide short-term (max. 100 work days within a six-month period) consultancy to produce: (1) a Terms of Reference and (2) a Strategic Plan for PCPMD.

The outputs of this project include the following:

1. Terms of Reference for PCPMD, will:

- a) Define the mandate, roles and responsibilities of PCPMD in project management, program cooperation, and results-based management, including descriptions of PCPMD's outputs and activities;
- b) A diagrammatic description explaining where PCPMD outputs and activities, both existing and future, fit in ASEC's relevant business processes;
- c) Identify PCPMD's stakeholders in detail, clearly describing how these stakeholders will influence or be influenced by PCPMD's outputs and activities;
- d) Describe coordination processes and mechanisms that will allow PCPMD to effectively engage and inform its stakeholders within ASEC and beyond; and

- e) Specify the expected resource requirements for PCPMD to effectively implement its work, particularly in terms of human resource capacity, systems and technologies.

2. **PCPMD Strategic Plan**, will describe the vision, mission, objectives, and prioritized actions to be implemented between now and 2020. The strategic plan may include a strategy for educating ASEC staff (and relevant stakeholders) on how their day-to-day work may change as a result of greater clarity around the role of PCPMD, and training for PCPMD staff and ASEC.

In order to produce these outputs, the consultant will be expected to conduct the following activities, among others:

- a) Stakeholder analysis, both within and beyond ASEC, related to the four PCPMD strategic focus areas;
- b) Identification and analysis of all existing (or planned) systems, mechanisms, and tools related to the four PCPMD strategic focus areas;
- c) Extensive discussions (one-on-one as well as in focus groups) with stakeholders within and beyond ASEC to understand gaps and needs in project management, programme cooperation, and results-based management;
- d) Identification of gaps and needs in processes, systems, and human resources capacity related to the four PCPMD's strategic focus;
- e) Strategic Planning facilitation workshop(s) as part of the drafting of the Strategic Plan; and
- f) One half-day workshop and two Training sessions/seminars to disseminate the results to key stakeholders within the Secretariat and representatives of Dialogue Partner programmes.

IV. Tasks/Activities

The following activities will need to be undertaken to achieve the outputs presented above. The bidder should provide details on its approach to each activity in its bid and is free to recommend additional activities.

	Output	Activity	Person working days	Completion Date	Person(s) responsible
1	Inception Report	<i>Development of conceptual framework, overall approach to the review, work plan, management plan and budget</i>	5 person days	Week 1	Consultant
		<i>Approval of Inception Report by ASEC (2 weeks)</i>			
2	Terms of Reference (ToR) for PCPMD	<i>Data collection: Gather background information, organisational structure review, stakeholder analysis, needs analysis, business process identification through FGDs, interviews, and workshops (as required)</i>	30 person days	Week 9	Consultant
		<i>Design and drafting of the ToR (may include design facilitation sessions)</i>	12 person days	Week 12	Consultant
		<i>Review of the draft ToR by ASEC management</i>	-	Week 14	ASEC
		<i>Revision of ToR based on ASEC feedback, as needed, and subsequent finalisation of ToR</i>	5 person days	Week 15	Consultant
		<i>Approval of ToR for PCPMD by ASEC (2 weeks)</i>			
3	PCPMD Strategic Plan	<i>Strategic Planning workshop facilitation and drafting of the Strategic Plan</i>	20 person days	Week 20	Consultant
		<i>Review of the draft Strategic Plan by ASEC management</i>	-	Week 22	ASEC

		<i>Revision of Strategic Plan based on ASEC feedback and finalisation of the Strategic Plan</i>	10 person days	Week 23	Consultant
		<i>Preparation and conduct of wrap-up workshop(s) / socialisation to disseminate the result to stakeholders (half-day)</i>	3 person days	Week 23	Consultant & ASEC
	<i>Approval of PCPMD Strategic Plan by ASEC (2 weeks)</i>				
4	Completion Report	<i>Drafting of the completion report</i>	5 person days	Week 26	Consultant
	<i>Approval of Completion Report by ASEC (2 weeks)</i>				

V. Reporting

The consultant is expected to produce reports in accordance with Section III and IV above. The timing of delivery is indicative and can be adjusted when the consultant's work plan is developed, subject to mutual agreement.

No.	Reports	Target Delivery Date
1	Inception Report	Month 1
2	ToR for PCPMD	Month 4
3	PCPMD Strategic Plan	Month 5
4	Completion Report	1 week after delivery of all outputs

All reports will be submitted based on AADCP II Guidelines for Contractors in draft format to the ASEAN Secretariat, Programme Cooperation and Project Management Division (with a copy to AADCP II) and, following ASEC approval, in final form. All outputs and reports must be suitable for publication, although the decision on publication lies with the ASEAN.

The contractor will also provide regular (weekly, bi-monthly or as agreed with ASEC) summation of activities undertaken and issues that have arisen. These will be submitted to Programme Cooperation and Project Management Division, and AADCP II via email.

Financial reports will be submitted at invoicing in line with a payment schedule to be specified in the Special Services Agreement (SSA).

VI. Project Management

The project will be funded by the ASEAN-Australia Development Cooperation Program II and managed by the Programme Cooperation and Project Management Division of the ASEAN Secretariat. The consultant should be responsible for organising and conducting the scheduled activities in collaboration with host countries, if any country-specific activities is required, and the ASEAN Secretariat.

VII. Scope of Services

The consultancy will be undertaken over a **continuous effective period of 6 calendar months** with approximately **90 person days** of professional services. Work will commence immediately after contract signing.

VIII. Qualifications

We require, at the minimum, the following expertise and in the bidder must be able to demonstrate the required qualifications on the aforementioned scope of work:

- Extensive knowledge of international relations and development cooperation, more specifically in the areas of strategic planning, results-based management;

- Evidence of expertise in organisational development, change management, and project management, particularly in public/government institutions;
- Experience working with high-level government officials at an international level, minimum of 10 years in above-mentioned fields;
- Capacity to undertake the assignment independently with minimal supervision and administrative/logistical support;
- A thorough understanding of ASEAN or similar inter-governmental environments procedures will be a significant advantage and essential.

IX. Bidding

Interested consulting firms are invited to submit a proposal in response to these Terms of Reference. This proposal should be in two parts: **Technical** and **Financial components**.

The Technical component should present the following information:

- A brief discussion indicating the bidder's understanding of the needs of the project;
- A brief analysis of key issues;
- A methodological discussion of how the bidder proposes to address those needs including assessment of key issues, analytical strategies that will underlie the project, specific techniques to be utilised, and practical discussion of possible limitations in carrying out the project;
- A detailed work plan that specifies activities to be undertaken, expected outputs and deliverables, resources to be utilised and timing;
- Staffing and management plan;
- A discussion on how measures to ensure the future sustainability of the outcomes of the project will be addressed;
- CVs of all proposed experts;
- Brief discussion of firm's past experience in undertaking similar work and brief summaries of all projects undertaken.

The Financial component should specify professional fees of experts.

Other costs for experts and participants such as reimbursable expenses for airfare, other travel costs and daily subsistence allowance for workshops, meetings, and all other agreed activities will be discussed with the preferred contractor during the finalisation of the scope of services. Costs will be based on prevailing ASEC rates.

X. Submission of Application

Applicants should send their application with a cover letter, materials specified in **Section IX** above and other supporting documents to indicating "**Strategic Planning Support for Programme Cooperation and Project Management Division of the ASEAN Secretariat**" as the subject via email to tender@aadcp2.org, no later than Friday, 23 March 2018 at 5:00pm Jakarta time. Applicants should also mail/courier 4 (four) printed copies of the above mentioned documents to ASEAN-Australia

Development Cooperation Program Phase II, ASEAN Secretariat 2nd Floor, Jl. Sisingamangaraja 70A, Jakarta 12110, Indonesia, within 5 (five) working days after the submission deadline.

For Frequently Asked Questions (FAQ), please visit <http://aadcp2.org/aadcp-ii-tender-frequency-asked-questions/>

Any queries on the TOR should be sent to contact@aadcp2.org with the subject line: ***“Query: Strategic Planning Support for Programme Cooperation and Project Management Division of the ASEAN Secretariat”***.

IX. Additional Notes on Terms and Conditions of the Project

1. Any future studies/reports/analysis in any form of intellectual property rights (including but not limited to patents, copyright and any related rights) submitted by the Contractor to ASEAN arising out of or in connection to the services performed by the Consultant to ASEAN shall belong to ASEC under the name of **ASEAN** only;
2. Successful bidder shall agree to be bound and sign the Special Services Agreement (SSA) with all requirements under the terms and conditions provided therein, including but not limited to the AADCP II Guidelines for the Contractors attached to the SSA.
3. As an intergovernmental organisation, ASEAN shall not be responsible for any tax(es), levy, tax claim or any tax liability which may be imposed by any law in relation to any amount payable by the ASEAN Secretariat.