



## **ASEAN-AUSTRALIA DEVELOPMENT COOPERATION PROGRAM (AADCP) PHASE II**

### **TERMS OF REFERENCE FOR**

#### **Mid-Term Review of the Master Plan on ASEAN Connectivity (MPAC) 2025**

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

#### **I. Background**

The [Master Plan on ASEAN Connectivity \(MPAC\) 2025](#) was adopted by the ASEAN Leaders at the 28<sup>th</sup> ASEAN Summit on 6 September 2016 in Vientiane, Lao PDR. It aims to achieve a seamlessly and comprehensively connected and integrated ASEAN that will promote competitiveness, inclusiveness, and a greater sense of Community through the implementation of the 15 initiatives under the MPAC 2025 five strategic areas.

To ensure a robust monitoring, review and evaluation (MRE) mechanism to manage performance of MPAC 2025 and as part of the overall implementation strategy, a Mid-Term Review (MTR) of the MPAC 2025 will be undertaken in 2020 to take stock of the progress, review its relevance, identify potential bottlenecks and make recommendations for necessary adjustments to boost implementation at both regional and national levels. Essentially, the MTR will serve both learning and accountability purposes to identify success stories and lessons learned, and highlight both opportunities and challenges in the implementation of MPAC 2025 projects. It would formulate appropriate recommendations and implementation strategies from the mid-term onwards to ensure ASEAN is on track to achieve the goals of MPAC 2025.

In addition, to ensure synergies, the MTR would assess relevance and identify linkages between the MPAC 2025 initiatives and the relevant ASEAN sectoral work plans to make concrete and practical recommendations to enhance implementation of MPAC 2025 towards the ASEAN Community Vision 2025. To maximise impact of MPAC 2025, the MTR would take into account of evolving and emerging connectivity-related initiatives within and beyond ASEAN. Hence, the MTR would assess the relevance and performance of MPAC 2025, and the synergies and complementarities it creates with other relevant regional and sub-regional initiatives.

The MTR would build on results from existing reports and MRE mechanism under MPAC 2025. It would enhance existing reporting by further analysing progress of MPAC 2025 initiatives to identify signs of advances towards achieving outcomes and longer-term impacts of each initiative and to investigate drivers and factors influencing these advances or lack thereof. The MTR will be an independent, holistic and analytical assessment of MPAC 2025, to give fresh perspective and further build understanding on how MPAC 2025 enhances physical, institutional and people-to-people connectivity.

The MTR is expected to commence in February 2020.

#### **II. Needs and Objectives**

The MTR is expected to enable key stakeholders of the MPAC 2025 to make better informed decisions in improving implementation effectiveness and performance of the MPAC 2025.

Specifically, the MTR will:

- a. Assess overall progress made in delivering the MPAC 2025 and identify indications of advances towards achievement of outcomes;
- b. Identify changes in the context, including evolution and emergence of related work plans, initiatives and frameworks, and determine how they influence implementation of MPAC 2025 at a practical level;
- c. Identify drivers and success factors as well as constraints and challenges that cause delay, lessons learned and areas requiring further work or reform; and
- d. Produce a set of concrete, actionable recommendations to improve overall implementation of MPAC 2025.

### III. Outputs

The main output of this project is the **Mid-Term Review Report of MPAC 2025**. The output will be delivered in two stages:

1. **Interim Findings of the MTR** is envisaged to highlight the preliminary findings from desk research and review, as well as **stakeholder consultations**<sup>1</sup> covering:
  - (i) An assessment of overall progress made in delivering the MPAC 2025;
  - (ii) Indications of advances towards achievement of outcomes;
  - (iii) Changes in the context/circumstances affecting MPAC 2025 implementation; and
  - (iv) Drivers and success factors as well as constraints and challenges that cause delay, lessons learned and areas requiring further improvement or adjustment.
2. **Final Report (the MTR)**. Upon consulting the interim findings with MPAC 2025 stakeholders, the findings would be used as the basis to develop the MTR. The MTR is expected to cover the following indicative content:
  - (i) Introduction
  - (ii) Overview of the MTR
    - Intended stakeholders
    - Scope and objectives
    - Review and evaluation questions
    - Approach and Methodology
    - Limitations
  - (iii) MPAC 2025 implementation review:
    - Overall progress in the implementation of MPAC 2025 key implementing measures (KIMs)
    - Assessment of Initiatives and KIMs to respond to the following questions:

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<sup>1</sup> In undertaking the project, it is envisaged that there will be **Stakeholder Consultations** undertaken with the ASEAN Connectivity Coordinating Committee (ACCC), MPAC 2025 Lead Implementing Bodies (LIBs), relevant sectoral bodies, National Coordinators (NCs), National Focal Points (NFPs), Dialogue Partners (DPs), and other External Partners (OEPs), including relevant multilateral development banks (MDBs) and international organisations (IOs).

Such consultations could be conducted in more than one phase and in various forms, including interface, interviews, survey or review of relevant strategies and activities of ASEAN Member States. The list of stakeholders to be consulted would need to be agreed upon and finalised in the inception phase.

- (a) design and assumptions;
  - Are there changes in circumstances/context that would require adjustment of the Initiatives or KIMs?
- (b) relevance and alignment to plans;
  - Have Initiatives remained aligned to current Sectoral Body priorities and work plans within the same period or vice versa? What can be done to promote greater alignment?
  - Are Initiatives and KIMs supported through current national development plans, work plans and initiatives? What can be done to promote alignment?
  - Are Initiatives and KIMs aligned with ASEAN's overall commitment in promoting environmental sustainability, gender equality, women's economic empowerment, and social protection?
- (c) governance and ownership;
  - Is there a clear understanding of roles and responsibilities by all parties involved?
  - To what extent have the current governance and implementation arrangements (involving the ACCC, Co-Facilitators, Lead Implementing Bodies [LIBs], relevant Sectoral Bodies, National Coordinators [NCs], National Focal Points [NFPs] and the ASEAN Secretariat) been effective in facilitating progress? What has worked, and what has not? What can be improved to enhance synergy?
- (d) capacity, incentives and finances;
  - Do stakeholders involved have sufficient capacity, incentive and financial resources to perform their roles in the implementation of MPAC 2025? What can be improved?
- (e) stakeholder engagement;
  - How have stakeholders, including ASEAN Dialogue Partners and other External Partners (DPs and OEPs), both at the regional and national level, been involved in the implementation of Initiatives and KIMs?
  - What approach in stakeholder engagement has or has not been effective in promoting implementation of MPAC 2025?
- (f) performance management
  - How has MPAC 2025 implementation performance been managed, particularly at the national level? Has this been effective? What can be improved?
- Identification and analysis of indications of advances towards achievement of outcomes and longer-term impacts;
- Common bottlenecks and challenges to address, as well as opportunities to boost implementation of MPAC 2025;
- (iv) Interactions between ASEAN Connectivity and Relevant Strategies
  - Linkages between MPAC 2025 Strategic Areas
  - Mapping of Connectivity-related initiatives within and beyond ASEAN
- (v) Recommendations to improve overall implementation of MPAC 2025, which may include suggestions on implementation arrangements, resource mobilisation and

stakeholder engagement;  
(vi) Conclusions.

#### IV. Tasks/Activities

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

	Deliverable	Activity	Person working weeks**	Completion Date	Person(s) responsible
1	Inception Report	- Kick-off meeting	3 person weeks	4 weeks after signing of a Special Services Agreement (SSA)	Consultants to draft the report, with inputs from ASEC and AADCP II
		- Develop and submit the Inception Report			
		Presentation to ACCC on the approach, scope and plan to undertake the MTR			
		Circulate, revise and finalise the Inception Report based on feedback.			
Approval of <u>Deliverable 1: Inception Report</u> by the ACCC (4 working weeks)					
2	Interim Findings of the MTR	Review the existing reports and Operational Guide of the MPAC 2025 MRE	55 person weeks	Week 24	Consultants to lead and arrange for stock-taking, reviews, and consultations, facilitated by ASEC
		Stakeholder consultations (following the list of stakeholders and approach agreed in the Inception Report)			
		Undertake analysis of the findings from primary and secondary information and research			
		Presentation on the interim findings to the 2/2020 ACCC (June 2020)			
		Develop and submit the interim findings			
		Approval of <u>Deliverable 2: Interim Findings</u> by ASEC (4 working weeks)			
3	Final Report of the MTR (Main Output)	Second round of stakeholders consultation (if needed)	12 person weeks	Week 28	Consultants to lead and arrange for stock-taking, reviews, and consultations, facilitated by ASEC
		Regional Workshop with stakeholders to discuss the MTR findings			
		Revise the findings (as appropriate) and develop the final report of the MTR	12 person weeks	Week 32	
		Presentation of the MTR to the 3/2020 ACCC and Third MPAC 2025 MRE Meeting (September 2020)			

		Submission of the final report of the MTR and finalisation		Week 36	
	<i>Approval of <u>Deliverable 3: Final MTR Report</u> by the ACCC (4 working weeks)</i>				
	<b>Deliverable</b>	<b>Activity</b>	<b>Person working weeks**</b>	<b>Completion Date</b>	<b>Person(s) responsible</b>
<b>4</b>	<b>Project Completion Report</b>	Draft, submit, revise (if required), and finalise the Project Completion report which records the project achievements against the project's original intended purpose, work plan and outputs. It should assist in assessing impact, draw out conclusions and lessons learned that may be valuable in designing new related initiatives.	2 person weeks	2 weeks after approval of final report (Week 46)	Consultants
	<i>Approval of <u>Deliverable 4: Project Completion Report</u> by ASEC (4 working weeks)</i>				
	<p><i>** The number of person working weeks is intended to indicate the amount of relative effort required to deliver the corresponding outputs. The calculation is based on assumption of 5 person days per week. Actual time will be agreed in negotiation with the successful bidder.</i></p>				

## V. Reporting

The consultant is expected to produce reports in accordance with Section III and IV above, including:

- i) Inception Report, which would cover approach, scope, review and evaluation questions, methodology, work plan, timeline, and implementation arrangement.
- ii) Workshop/Forum Report, as applicable, describing the event proceedings, notes and recommendations, if any;
- iii) Project Completion Report to finalise all project activities completed, capture learning from the project and provide recommendations for follow-on projects relevant to MPAC 2025 implementation.

The timing of delivery is indicative and can be adjusted when the consultant's work plan is developed, subject to mutual agreement.

All reports will be submitted based on AADCP II Guidelines for Contractors in draft format to the ASEAN Connectivity Division of ASEC (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 (bi-weekly or monthly, or as agreed with ASEC) summation of activities undertaken and issues that have arisen. These will be submitted to ASEAN Connectivity 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 AADCP II and managed by the ASEAN Connectivity Division of ASEC. The consultant will be responsible for organising and conducting the scheduled activities in collaboration with the host countries and ASEC.

## VII. Scope of Services

The consultancy will be undertaken over a **continuous effective period of ten (10) calendar months** with approximately **84 person weeks** of professional services. Work will commence immediately after contract signing.

## VIII. Qualifications

This project is open only to consulting firms/ entities with the appropriate qualifications, not individuals. In its proposal, the bidder should demonstrate:

- Thorough understanding and in-depth knowledge of ASEAN, ASEAN Community and ASEAN Connectivity. Familiarity with the ASEAN Structure and implementation arrangements for various ASEAN Strategic Plans / Action Plans is a distinct advantage;

- Evidence of undertaking high-level analytical work or evaluation research particularly on complex, multi-sectoral, regional/global international development programmes;
- Strong capacity in data collection and analysis, as well as report writing;
- Extensive experience working with and having established networks amongst stakeholders across ASEAN, including governments, International Organisations (IOs), Multilateral Development Banks (MDBs), and/or the private sector;
- Proven track record in working with multiple stakeholders in a participatory manner, including with high-level government officials, bilateral and multilateral institutions, civil society and NGOs;
- Demonstrated expertise in identifying opportunities for and evaluating progress in implementation of gender and social inclusion aspects of complex multi-sectoral projects or programmes;
- Some sectoral knowledge and technical expertise related to the five strategic areas of MPAC 2025 would be an advantage;
- Able to manage multiple parallel activities at the same time, accommodate delays and deliver results in a short timeframe.

A thorough understanding of ASEC and AADCP II procedures will be considered of added value.

## **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 specifying the activities to be undertaken, expected outputs and deliverables, resources to be utilised and timing;
- Staffing and management plan;
- Detailed CVs of all proposed experts;
- Brief discussion of the firm's past experience in undertaking similar work and brief summaries of all projects undertaken; and
- Examples of previous work as Annexes to the proposal.

The Financial component should specify:



- Professional fees of expert(s);
- Management and/or operational fees (if any), which include all costs incurred by the person/entity/company for internal coordination, communication, travels and any other associated project management cost;
- Applicable taxes such as VAT, GST, PPN. See Section IX point 3 for an additional note on tax liability.

Activity 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 do not need to be included in the Financial Component. These items 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 with “**Mid-Term Review of MPAC 2025**” as the subject via email to [tender@aadcp2.org](mailto:tender@aadcp2.org), no later than **20 January 2020 at 05:00pm** Jakarta time.

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

Any queries on the TOR should be sent to [contact@aadcp2.org](mailto:contact@aadcp2.org) with the subject line: **Query ‘Mid-Term Review of MPAC 2025’**.

#### **XI. 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 ASEC.