



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

**TERMS OF REFERENCE
FOR
Formulation of the Implementation Plan of the Framework for CLMV Development**

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

I. Background

In the past two decades, CLMV countries achieved remarkable success in economic growth. With the graduation of Cambodia in 2015, all four CLMV countries have moved from lower-income countries to lower-middle-income countries. CLMV's Gross Domestic Products (GDP) per capita have been doubled between 2007 and 2017. The drivers of the economic development were infrastructure improvement, expansion of exports, and an increase in foreign direct investment (FDI).

The CLMV countries' next stage of development is occurring in the context of the changing global landscape where geopolitical shifts are affecting international and global value chains, and technologies are disrupting all socio-economic aspects, including industries and the division of labour. While many actions can be taken unilaterally, the meaningful policy will require collaboration between the four countries to realize synergies and collectively engage with external partners. Based on this spirit, the Eighth CLMV Summit in Ha Noi, Viet Nam in 2016 endorsed the recommendation of the CLMV Economic Ministers to develop a Framework for CLMV Development (hereafter referred to as "Framework") to reap the benefits from regional integration and improve the welfare of the citizens to achieve its Vision 2030. The Vision 2030 envisages the CLMV countries to become a sustainable Upper Middle Income by 2030, through the development of an Advance Global Business Hub that provides transport, logistics, and information and communication technology (ICT).

The Framework itself was endorsed at the 11th CLMV Economic Ministers Meeting (EMM) on 5 September 2019 in Bangkok, Thailand, and subsequently adopted by the CLMV Leaders at the 10th CLMV Summit held on 9 December 2020. The Framework provides a unifying strategy for the CLMV countries to align and direct the efforts of stakeholders towards a common target.

To ensure effective implementation of the Framework, an Implementation Plan (hereafter referred to as "Implementation Plan") will be developed in close consultation with the CLMV Senior Economic Officials Meeting (SEOM) as the overseeing sectoral body, as well as with the CLMV Senior Officials Meeting (SOM) and other relevant stakeholders. The 20th CLMV SEOM on 25 January 2021 tasked the ASEAN Secretariat to assist in developing the Terms of Reference (ToR) for the formulation of the Implementation Plan. The formulation of the Implementation Plan to support the CLMV Development Framework is of great importance to the CLMV Leaders, and they have explicitly called for further assistance from the ASEAN Secretariat in implementing the Framework.

The Implementation Plan will give significant considerations to the impacts of the COVID-19 pandemic, which is expected to persist and affecting the CLMV countries in the coming years and has significant implications on policies needed to address the challenges to human well-being and economic

development. The Implementation Plan aims to be inclusive. It will consider how benefits from regional integration as envisioned in the CLMV Development Framework can equally be shared by women, men, young people, people with disabilities, and other marginalised groups/ communities. It will also look at ways to ensure that development in the CLMV countries does not cause long-term negative impacts on the environment.

Execution of the Implementation Plan will require the cooperation of the private sector. Consultations with the private sector will be undertaken to promote their awareness and interest for further collaboration.

II. Needs and Objectives

The implementation of the CLMV Development Framework will pave the pathway to the establishment of CLMV as an Advanced Global Business Hub, as envisaged by the Vision 2030. The Project will support CLMV SEOM in the implementation and monitoring of the CLMV Development Framework by developing a clear, specific, measurable, and achievable action plan covering the period of January 2022 to December 2025.

The Project will contribute to the ASEAN Economic Integration Agenda (AEC Blueprint and corresponding sector plans), Master Plan on ASEAN Connectivity (MPAC 2025), ASEAN Comprehensive Recovery Framework (ACRF), and the IAI Work Plan IV (2021-2025). The Implementation Plan shall also further contribute to achieving the Vision 2030 set in the Framework and the Sustainable Development Goals (SDGs).

It is envisaged that the Implementation Plan will contribute to deepening cooperation and overcoming the challenges faced by CLMV countries, as well as enhancing regional integration capacity, bridging the development gap within ASEAN, and improving better livelihoods of ASEAN peoples as well as maintaining peace, stability, and prosperity in the region.

III. Outputs

The main product of this project is an **Implementation Plan of the CLMV Development Framework**. The Implementation Plan divides the implementation of the Framework (covering 2022 to 2030) into two phases as follows:

- I. First, it will define targets for each phase, namely Phase I (2022-2025), and Phase II (2026-2030).
- II. Second, it will define annual targets for the first phase (2022, 2023, 2024, 2025) implementation of the Framework.

The Implementation Plan also aims to:

- 1) Collect baseline against those identified targets.
- 2) Analyse latest developments and context (including COVID-19 pandemic, environmental sustainability, gender equality and social inclusion considerations, and other relevant developments in CLMV and ASEAN).
- 3) Assess CLMV's capabilities to achieve those targets and identify required actions to promote the countries' capacities and capabilities (which may include capacity building).
- 4) Describe coordination and governance arrangements across various regional bodies (particularly the CLMV SEOM and CLMV SOM, relevant ASEAN Sectoral Bodies and Working

- Groups) required for the effective implementation of the Framework.
- 5) Define mechanisms for monitoring implementation progress, particularly indicators to measure progress in achieving the set targets.

To ensure the Implementation Plan will be of high quality and with sufficient consultation, the development of the implementation plan will be divided into 4 stages as follow:

1. Inception Report

The Inception Report will outline:

- 1) Context analysis of the CLMV countries, taking into account the three main components of the framework, including the impacts of COVID-19 pandemics and analysis of the Gender and Social Inclusion factors. The report will also identify how the gender, social and environmental risks will be addressed in the Implementation Plan development.
- 2) The proposed methodology and approach for the development of the implementation plan will include, but not limited to: the list of the relevant ASEAN planning documents and other documents to review, the list of resource persons to consult, the methodology, and tools to be used in the development of the Implementation Plan and the consultation process that will be done.
- 3) The facilitation of the first regional workshop to verify the latest context and to discuss the proposed approach and methodology. The workshop will be attended by CLMV officials from relevant ministries/agencies, and the relevant divisions in the ASEAN Secretariat.

2. First Draft of Implementation Plan

The development of the proposed first draft will follow these steps:

- 1) The identification of short-term and mid-term targets for implementing the Framework, and assess baseline conditions relevant to those targets.
- 2) The identification of the capabilities required by the CLMV Countries to achieve the set target and implement the recommended actions of the priority areas of cooperation.
- 3) The identification of the regional cooperation and capacity building initiatives needed to develop the identified capabilities, which are complementary with respective activities under CLMV Action Plan to draw the attention of development partners for financial or technical support.
- 4) The identification of the resources required to implement the identified cooperation and capacity-building initiatives.
- 5) The facilitation of the first round of national workshops to review the existing various initiatives being pursued at regional, sub-regional and national levels according to the priority areas of cooperation (connectivity, enablers, and sector with comparative advantage). The national workshop will be attended by relevant ministries/ agencies in each CLMV country.
- 6) The development of the first proposed draft.

3. Second Draft of Implementation Plan

The second draft of the Implementation Plan is done through the following process:

- 1) Conducting the second round of national workshops to discuss concrete measures for the recommended actions to achieve the target (with a clear timeline) and how they are going to be monitored and evaluated. The second national workshop will be attended by relevant ministries/ agencies, the private sector, and other key stakeholders,
- 2) Conducting the second regional workshop to finalise the measures to be implemented for prioritised projects and how they are going to be monitored and implemented. The regional workshop will be attended by CLMV officials from relevant ministries/agencies and the ASEAN Secretariat.
- 3) Conducting Stakeholders Forum (as deemed necessary) to be held back-to-back with the

regional workshop to solicit inputs, and further refine the draft Implementation Plan.

- 4) Developing the 2nd draft of the Implementation Plan based on the outcomes of the national workshops, the regional workshop, and stakeholder forum.

4. Final Draft of Implementation Plan

After the 2nd draft receives feedback and has been revised accordingly, one last drafting session will be convened to finalise the Implementation Plan. This drafting session will be attended by the main stakeholders of the Implementation Plan and the Framework, specifically SEOM and SOM of CLMV Countries, the relevant ASEAN sectoral bodies, other agencies deemed necessary to attend (to be identified later), and the relevant divisions of the ASEAN Secretariat. The Final draft of the Implementation Plan will be submitted to the CLMV EMM for inter-sessional adoption.

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	Kick Off Meeting	20 days	2 weeks after the signing of the contract	Consultant IAI & NDG Division
		Develop Overall Approach and Structure			
		Conduct First Regional Workshop			
	Approval of the Inception Report by ASEC (2 weeks)				
2	First draft of Implementation Plan	Develop initial draft of the proposed Implementation Plan	60 days	Week 9	Consultant IAI & NDG Division
		Conduct the first round of National Workshops			
		Develop initial draft of the proposed Implementation Plan based on the outcome of the desk review and inputs from the national workshops			
	Approval of the First Draft of the Implementation Plan by ASEC (2 weeks)				
3	Second draft of Implementation Plan	Conduct the second round of national workshops	30 days	Week 15	Consultant IAI & NDG Division
		Conduct regional workshop			
		Organise a stakeholders' forum			
		Develop the second draft Implementation Plan based on the result of the national and regional workshops and the Stakeholders Forum			
Approval of the Second Draft of the Implementation Plan by ASEC (2 weeks)					
4	Final Implementation	Convene one drafting session	20 days	Week 19	Consultant IAI & NDG Division

		Plan				
		<i>Finalize the draft Implementation Plan for submission to 13th CLMV EMM for inter-sessional adoption</i>				
<i>Approval of Final Report by ASEC (2 weeks)</i>						

V. Reporting

The consultant is expected to produce reports in accordance with Sections 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.

The contractor will also provide a regular (weekly, bi-monthly, or as agreed with ASEC) summary of activities undertaken and issues that have arisen. These will be submitted to IAI & NDG 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 Initiative of ASEAN Integration & Narrowing the Development Gap (IAI & NDG) Division of the ASEAN Secretariat. The consultant should be responsible for organising and conducting the scheduled activities in collaboration with the host countries and the ASEAN Secretariat.

AADCP II will monitor progress from the perspective of the use of AADCP II resources, and provide implementation support to the IAI & NDG accordingly.

VII. Scope of Services

The consultancy will be undertaken over a **continuous effective period of 5 calendar months** or no more than **130 person working days** as indicated in section IV. Work will commence immediately after contract signing.

VIII. Qualifications

In its proposal the bidder should demonstrate experience in:

- Extensive experience and expertise in strategic planning and drafting strategic plans for large-scale multi-year development programs preferably for regional (inter-governmental) organisations;
- Facilitating high-level strategic planning discussions/workshops amongst various stakeholders with varying levels of involvement representing different political interests;
- Understanding of gender and social inclusion mainstreaming as well as integration of environmental sustainability into economic and socio-cultural projects;
- Expertise in developing national-level program design, regional experience is preferred.
- Extensive knowledge and experience in project development and implementation;
- Expertise in the analysis, design, and implementation of strengthening/capacity building programmes in CLMV countries;
- In-depth understanding of ASEAN and CLMV issues, particularly in food and agriculture, trade facilitation, MSMEs, vocational education, and connectivity;
- Having existing local networks or industry connections in relevant sectors in CLMV countries is beneficial; and
- Experience working with the ASEAN Secretariat and AADCP II on projects with similar scope

and characteristics will be considered an added value.

A thorough understanding of ASEAN, ASEC, and AADCP II procedures will be considered an 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 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:

- 1) Professional fees of expert(s);
- 2) 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;
- 3) 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 "**Formulation of the Implementation Plan of the Framework for CLMV Development**" as the subject via email to tender@aadcp2.org, no later than **5 July 2021 (at 05:00 pm 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 with the subject line:” **Query on Formulation of the Implementation Plan of the Framework for CLMV Development’.**

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. The 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.