



ASEAN-AUSTRALIA DEVELOPMENT COOPERATION PROGRAM (AADCP) PHASE II

TERMS OF REFERENCE FOR

Operational Guide for Monitoring, Review, and Evaluation of the Master Plan on ASEAN Connectivity 2025

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

I. Background

The ASEAN Leaders adopted the [Master Plan on ASEAN Connectivity \(MPAC\) 2025](#) at the 28th ASEAN Summit on 6 September 2016 in Vientiane, Lao PDR, as the successor to MPAC 2010. ASEAN aims to build a seamlessly and comprehensively connected and integrated ASEAN that will promote competitiveness, inclusiveness, and a greater sense of Community through five strategic areas, namely: (i) Sustainable Infrastructure; (ii) Digital Innovation; (iii) Seamless Logistics; (iv) Regulatory Excellence; and (v) People Mobility; with 15 key initiatives under different strategic areas. Each MPAC 2025 initiative will consist of three phases of implementation, namely Planning Phase, Phase 1 Implementation and Phase 2 Implementation. The MPAC 2025 is currently in the Planning Phase or early Phase 1 Implementation, depending on the initiatives.

Monitoring, Review, and Evaluation (MRE) is an essential component of MPAC 2025 for gathering information and assessing whether the plan is implemented as intended, and whether its implementation is yielding its intended effects. Progress of the implementation of the MPAC 2025 initiatives are to be assessed based on three levels: input, output, and outcome. The information to be collected may either be qualitative or quantitative, from a range of internal and external sources. Appendix B of MPAC 2025 provides the list of outcome and output metrics for MPAC 2025.

However, there are challenges in predefining outcome metrics for MPAC 2025. These include issues of availability of statistics, data collection, and identification of right measures of the outputs and outcomes of MPAC 2025. The MPAC 2025 is cross-pillar, cross-sectoral, multi-year plan being implemented in a complex environment where the paths to achieve the predefined outcomes are largely uncertain and where the predetermined objectives may change over time in response to the changing context. Given the nature of MPAC 2025, continued efforts are needed to improve the MRE mechanism and ensure its relevance to the different phases of MPAC 2025 implementation. Acknowledging these circumstances, various evaluation approaches have been explored, such as the *Utilisation Focused Evaluation and Outcome Harvesting* to support the MPAC 2025 MRE. The MPAC 2025 also benefits from the lessons-learnt of the erstwhile [Report on Enhancing ASEAN Connectivity Monitoring and Evaluation](#).

This project aims to enhance the MRE mechanism of MPAC 2025 to track what has changed (both intended and unintended), understand the reasons for changes (what factors/organisations/individuals have facilitated the change or otherwise), interpret or assess the changes (stakeholders' perceptions and experiences of change), and subsequently respond timely to unanticipated barriers, and improve future planning and development. The MRE mechanism would also build upon the existing modalities in MPAC 2025 (Exhibit 26 of MPAC 2025), including (i) delineation of roles between the ASEAN Connectivity Coordinating Committee (ACCC), Lead Implementing Bodies (LIBs), National Coordinators (NCs), National Focal Points (NFPs), and other sectoral bodies, and (ii) the conduct of reporting including semi-annual progress review, mid-term and end of term reviews, avoid duplication of efforts, and ensure synergies with other monitoring and evaluation mechanisms at the sectoral and community pillar levels.

Since MPAC 2025 seeks to contribute to the achievement of the three pillars of the ASEAN Community Blueprints 2025, ASEAN sectoral work plans, and the Initiative for ASEAN Integration (IAI) Work Plan III, the Operational Guide for MPAC 2025 MRE will complement the ASEAN Economic Community (AEC) 2025 Monitoring and Evaluation (M&E) framework, the ASEAN Socio-Cultural Community (ASCC) Guide to M&E, as well as synergise with other existing M&E initiatives of sectoral bodies across three ASEAN Community pillars.

The ACCC is the main focal point in this project, given its mandate to facilitate, monitor, and evaluate the implementation of MPAC 2025 at the regional level. Information generated through the MPAC 2025 MRE provides the ACCC with a clearer basis for decision-making. The LIBs and other relevant ASEAN Sectoral Bodies and Working Groups, NCs, and NFPs will be key stakeholders of this project.

It is foreseen that a number of activities within the Operational Guide for MPAC 2025 MRE will be undertaken by the ASEAN Secretariat (ASEC), Connectivity Division in particular, in consultation with the LIBs, other relevant divisions/directorates at the ASEAN Secretariat including those in charge of pillar-level monitoring, other relevant ASEAN Sectoral Bodies/Working Groups, and national representatives. Therefore, it is anticipated that these stakeholders will use the project outputs to generate learning for accountability and improvement of the design, planning, monitoring, and evaluation of MPAC 2025 Initiatives and projects, and inform decision making for management purposes, course adjustments, and future designs.

The ASEC, ASEAN Connectivity Division in particular, is expected to have better capacity in MRE and to be able to provide better support to the ACCC in implementing MPAC 2025 and its MRE strategy.

II. Needs and Objectives

The goal of this project is to promote effective implementation of MPAC 2025 towards a seamlessly and comprehensively connected and integrated ASEAN, through an effective MRE mechanism that strengthens accountability and provides quality assessment for current policy decision-making and future planning. The project will enable key stakeholders of MPAC 2025 ranging from ACCC, LIBs,

relevant ASEAN Sectoral Bodies/Working Groups, relevant divisions/directorates at the ASEC, to NCs and NFPs to make more informed decisions in improving implementation performance of the MPAC 2025.

III. Outputs

This project has the following outputs:

An Operational Guide for the MRE of MPAC 2025

The Operational Guide will include the following:

- The scope and criteria for the MRE mechanism (e.g. relevance, effectiveness, contribution, impact);
- The summary of existing MRE approaches and tools used in ASEAN;
- The approach for the MRE and detailed plan for periodic implementation/progress review (who will be responsible for collection of information, when, how frequent, and who will use the information) – taking into consideration existing mechanisms;
- The appropriate tools for MPAC 2025 MRE as well as the detailed steps involved in using each tool for data collection and analysis, and information dissemination;
- Templates/forms/matrices that enables the ACCC, LIBs, other relevant sectoral bodies, NCs, and NFPs to track, assess and report effectively the implementation of MPAC 2025;
- A set of monitoring, outcome evaluation, and impact evaluation questions;
- The Theory of Change for all 15 MPAC 2025 Initiatives and identify the linkages between the initiatives, where possible.

MPAC 2025 Progress Review Report

- Assessment and analysis of the progress made and challenges faced in implementing MPAC 2025 using the agreed Operational Guide.

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.

	Outputs	Activity	Person working weeks**	Completion Date	Person(s) responsible
1	Inception Report	Outline the conceptual framework and methodology to be used, detailed work plan, management plan and budget	2 person weeks	1 week after signing of a Special Services Agreement (SSA)	Consultants to draft the report, with inputs from ASEC and AADCP II
		Circulate, revise and finalise the Inception Report based on feedback, if any			
<i>Approval of Output 1: Inception Report by ACCC/ASEC (4 working weeks)</i>					
2	Operational Guide for MPAC 2025 MRE	Review the existing MRE approach and tools used in relevant ASEAN Sectoral Bodies	31 person weeks	Week 17	Consultants to lead for reviews, development of the Operational Guide, and consultations, facilitated by ASEC
		Develop the scope and criteria for the MRE mechanism (e.g. relevance, effectiveness, contribution, impact)			
		Identify the approach for the MRE and design the detailed plan for periodic implementation/progress review (who will be responsible for collection of information, when, how frequent, and who will use the information)			
		Identify and select the tools for the MRE as well as the detailed steps involved in using each tool for data collection and analysis as well as information dissemination			
		Prepare the monitoring, outcome evaluation, and impact evaluation questions			
		Develop the Theory of Change for all 15 MPAC 2025 Initiatives and identify the linkages between the initiatives, where possible			

		<p>Conduct a presentation at the 1/2019 ACCC Meeting (in March) and consult with ASEC desk officers to collect feedback on the draft Operational Guide</p> <p>Consult the draft Operational Guide with the key stakeholders, including the ACCC, LIBs, and other relevant sectoral bodies. This consultation will be done through email correspondence and conference call, where appropriate.</p> <p>Submit the draft Operational Guide summarising results of the above activities, for ACCC/ASEC consideration.</p> <p>Refine and further develop the Operational Guide based on feedback</p> <p>Finalise and submit the Final Operational Guide.</p>				
<i>Approval of Output 2: Final Operational Guide for MPAC 2025 MRE by ACCC/ASEC (4 working weeks)</i>						
3	MPAC 2025 Progress Review Report	<p>Organise a regional Consultation Workshop with the key stakeholders to:</p> <ul style="list-style-type: none"> -socialise the Operational Guide; and -discuss and collect data on the implementation of MPAC 2025. This information will feed into the MPAC 2025 progress review report <p>Draft and submit a Workshop Report containing the event's proceedings, lessons learned, issues discussed, and next steps.</p> <p>Circulate, revise, and finalise the Workshop Report based on feedback, if any</p>	21 person weeks	Week 24	Consultants to make all programmatic (content) and logistical arrangements, facilitated by ASEC	
				Two weeks after the Workshop		
				Two weeks following submission of report		

		Conduct an assessment and rigorous analysis of the MPAC 2025 implementation and progress based on the agreed Operational Guide Submit draft progress review report to the ACCC for consideration. Conduct a presentation at the 2/2019 ACCC Meeting. Revise and finalise the MPAC 2025 Progress Review Report based on feedback, if any		Week 30	Consultants to lead for assessment, analysis, and consultations, facilitated by ASEC
<i>Approval of Output 3: MPAC 2025 Progress Review Report by ACCCASEC (4 working weeks)</i>					
4	Project Completion Report	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 MPAC 2025 Progress Review Report	Consultants
<i>Approval of Output 4: Project Completion Report by ACCC/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

All reports will be submitted 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 ASEAN Connectivity Division will act as the ASEC key focal point for the project. It will:

- manage project implementation and together with AADCP II monitor progress of the consultancy work;
- provide technical supervision to the project;
- assist/facilitate introductory consultation meetings with key Member States focal points; and
- provide over-all guidance on the organisation and conduct of the workshops and meetings

The consultant will be responsible for organising and conducting the scheduled activities in collaboration with the host countries and ASEC. The preparation of the project outputs will be the main responsibility of the consultant, with inputs from the ASEAN Member States.

AADCP II will monitor progress from the perspective of the use of AADCP II resources, and provide advice to the ASEAN Connectivity Division accordingly.

VII. Scope of Services

The consultancy will be undertaken over a **continuous effective period of eight (8) calendar months** with approximately **56 person weeks** of professional services. Work will commence immediately after contract signing.

VIII. Qualifications

In its proposal, the bidder should demonstrate:

- *Thorough understanding and in-depth knowledge of ASEAN, ASEAN Communities and ASEAN Connectivity;*

- *Expertise in M&E of complex development projects, particularly in outcome setting and identification of performance indicators;*
- *Proven expertise and substantial work experience in development and operationalisation of M&E frameworks for complex, multi-year programmes;*
- *Extensive experience working with multi-stakeholder in a participatory manner, including with high-level government officials, bilateral and multilateral institutions, civil society and NGOs, particularly in consensus building and facilitation;*
- *Knowledge and experience in data collection and analysis on regional and global survey/research;*
- *Extensive knowledge and experience in project management;*
- *Experience working with regional (multi-country) government stakeholders highly preferable;*

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

IX. Bidding

Interested individual consultant/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 to address and ensure the future sustainability of the outcomes of the project;
- Detailed CVs of proposed expert(s);
- Brief discussion of the individual/firm's past experience in undertaking similar work and brief summaries of all projects undertaken.

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, etc. See Section XI 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 “**Operational Guide for Monitoring, Review, and Evaluation of the MPAC 2025**” as the subject via email to tender@aadcp2.org, no later than **Friday, 8 February 2019 at 05:00pm, Jakarta time**. Applicants should also mail/courier 3 (three) 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 of the submission deadline.

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 ‘Operational Guide for Monitoring, Review and Evaluation of the MPAC 2025’**.

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 ASEC.