



TERMS OF REFERENCE

End-Term Review of the Master Plan on ASEAN Connectivity 2025 and Formulation of ASEAN Community Vision 2045 ASEAN Connectivity Strategic Plan

The ASEAN Secretariat and the Australian Government, through the Australia for ASEAN Futures Initiative, invite applications from firms, organisations, or joint venture/consortium/association (JCVA) for the above-referenced project. All proposals will be assessed based on their technical quality and value for money.

I. Background

The [Master Plan on ASEAN Community \(MPAC\) 2025](#) was adopted by the ASEAN Leaders in September 2016 to support achieving a seamlessly and comprehensively connected and integrated ASEAN that will promote competitiveness, inclusiveness, and a greater sense of Community. Since its adoption, the MPAC 2025 has made significant progress in enhancing connectivity in ASEAN across the five Strategic Areas¹ and 15 Initiatives.

As provided in the MPAC 2025, the End-Term Review (ETR) of MPAC 2025 will be undertaken by the ASEAN Connectivity Coordinating Committee (ACCC) with the view to assess the implementation of MPAC 2025 vis-à-vis its goals and objectives and provide recommendations accordingly. The ETR is envisaged to review if it has had the intended effects, taking into account both the internal and external factors that have influenced the MPAC 2025 implementation, including regional and global developments since the MPAC 2025's adoption. The ETR is also expected to build on the findings from the [Mid-Term Review of the MPAC 2025](#) as well as the annual MPAC 2025 Progress Review Reports.

The High-Level Task Force on the ASEAN Community's Post-2025 Vision (HLTF-ACV) is currently working on the ACV 2045 and Strategic Plans, with the view to complete their work by 2025. The development of the ACV 2045 ASEAN Connectivity Strategic Plan (ACSP) will be overseen by the ACCC.

The ETR and formulation of the ACV 2045 ACSP will be undertaken concurrently to ensure the effective and efficient use of resources. Nevertheless, this project is cognisant that the outcome and recommendations of the ETR would contribute to the robustness in formulating the ACV 2045 ACSP by providing a set of recommendations that would seek to build on the success factors, address the challenges identified, instil greater adaptability to global and regional developments, and enhance cooperation and ownership among the stakeholders.

The conduct of the ETR and formulation of ACV 2045 ACSP is particularly timely as the connectivity initiative continues to evolve and as more connectivity-related initiatives within and beyond ASEAN emerge. Connectivity-related initiatives within bilateral and sub-regional mechanisms in the ASEAN region² could complement the implementation of MPAC 2025 and

¹ The five strategic areas under MPAC 2025 are (i) Sustainable Infrastructure, (ii) Digital Innovation, (iii) Seamless Logistics, (iv) Regulatory Excellence, and (v) People Mobility.

² The sub-regional mechanisms in ASEAN include:

(i) Brunei Darussalam–Indonesia–Malaysia–Philippines East ASEAN Growth Area (BIMP-EAGA);

its successor document and vice versa. Equally, connectivity-related initiatives outside the region³ that involve ASEAN and its Member States could create synergies to enhance the impact of MPAC 2025 and the ACV 2045 ACSP. Hence, the ETR would also assess the relevance and performance of MPAC 2025, and the synergies and complementarities it creates with other relevant regional and sub-regional initiatives.

More specifically, the ETR will aim to:

- i. Provide an objective assessment of the implementation progress of the MPAC 2025;
- ii. Identify the drivers and success factors, as well as constraints and challenges in the MPAC 2025 implementation; and
- iii. Provide a set of robust and actionable recommendations based on the lessons learnt to support the design and development of the ACV 2045 ACSP.

The ETR will also assess factors that influence the implementation of MPAC 2025 Initiatives and the MPAC 2025's Key Implementing Measures (KIMs), including:

- i. Design and assumptions
- ii. Relevance and alignment to sectoral and national priorities
- iii. Governance and ownership
- iv. Capacity, incentives, and finances
- v. Stakeholder engagement
- vi. Performance management
- vii. Sustainability

On the other hand, the ACV 2045 ACSP will provide ACCC with strategic directions on collaborating with the various related agencies at the regional and national levels, as well as other key stakeholders, including the private sector. As ASEAN Connectivity comprises cross-cutting activities involving various ASEAN Sectoral Bodies/Working Groups, national agencies and stakeholders, the development of ACV 2045 ACSP will ensure that the strategies and activities are planned, coordinated, and monitored in a systematic manner towards establishing a seamlessly integrated and connected ASEAN Community.

A number of considerations that will be taken into account when developing the ACV 2045 ACSP include:

- i. The ACV 2045 ACSP will require a comprehensive and pragmatic approach to planning, delivering, monitoring, reviewing, evaluating, and communicating the benefits of ASEAN Connectivity projects and activities. It will strive to balance being visionary and being practical and expand ASEAN's foothold in regional and global fora.
- ii. The ACV 2045 will address cross-cutting issues, including climate change, gender equality, disability, and social inclusion.

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- (ii) Indonesia–Malaysia–Thailand Growth Triangle (IMT-GT); and
 - (iii) Greater Mekong Subregion (GMS)

³ Some connectivity-related initiatives beyond ASEAN include:

- (i) Belt and Road Initiative (BRI);
- (ii) Connecting Europe and Asia: the EU Strategy;
- (iii) Free and Open Indo-Pacific Strategy;
- (iv) Partnership for Quality Infrastructure and Enhanced Partnership for Quality Infrastructure;
- (v) New Southern Policy;
- (vi) Better Utilization of Investments Leading to Development (BUILD) Act
- (vii) ASEAN-India's "Act East" Initiative; and
- (viii) ASEM Tangible Areas of Cooperation in the Field of Connectivity (TACCs).

- iii. The ACV 2045 ACSP will also address the lessons learned from the ongoing implementation of MPAC 2025, including the need to be agile and adaptive to changing circumstances and priorities in its work, resource mobilisation, effective coordination, and translation of regional initiatives into national actions.
- iv. ASEAN Connectivity cuts across multiple sectors across all three ASEAN Community Pillars. Its success depends on getting ownership and support from the various stakeholders at the regional and national levels, including the business community, non-government organisations (NGOs), and other external partners. An inclusive, participatory process is key to ensuring that the ACV 2045 ACSP is shared and owned by all relevant stakeholders.

Relationship to Other Activities

This project will work closely with relevant ASEAN Sectoral Bodies and stakeholders under the three ASEAN Community Pillars. They also conduct their respective end-of-term reviews and develop their corresponding ACV 2045 strategic plans. It would be thus important for the development of the ACV 2045 ACSP to be synergised with close consultations on priority setting and design with similar exercises under the three ASEAN Community Pillars.

This project is also expected to strengthen the overall efforts of ACCC and relevant national ministries/agencies in driving the ASEAN Connectivity agenda, including through engaging various ASEAN's external partners.

II. Needs and Objectives

The goal of this project is to evaluate the progress of the implementation of MPAC 2025 and the outcomes achieved, gather lessons learned and recommendations to advance ASEAN Connectivity and support the formulation of ACV 2045 ACSP.

The project will enable ASEAN stakeholders to make better-informed decisions in advancing ASEAN Connectivity and formulating ACV 2045 ACSP. It is expected that by 2026, ASEAN will start implementing ACV 2045 ACSP activities based on evidence and best practices through a comprehensive, agile, and pragmatic approach.

III. Outputs and Deliverables

The project will produce the End-Term Review (ETR) of the MPAC 2025 and final draft ACV 2045 ACSP Chapters, along with their respective communications strategies and products. The following is the envisaged list of deliverables under this project to attain these primary outputs:

1. **The Inception Report** – it covers the approach, scope, review and evaluation questions, methodology, detailed work plan, timeline, and management and implementation arrangements, including stakeholder engagement, risk management, and staffing for the ETR and the ACV 2045 ACSP.
2. **Initial Stakeholder Consultation Report** – it consists of the following:
 - a. **Analysis of Global Developments and Emerging Trends in Connectivity**, which will:
 - › Analyse current global and regional situations related to ASEAN Connectivity, including sustainability, digitalisation, and gender mainstreaming;
 - › Identify emerging trends and conduct foresight analysis related to ASEAN Connectivity; and
 - › Identify the drivers for ASEAN Connectivity moving forward.
 - b. **National Consultations;**
3. **Interim Report on the Preliminary Findings of the MPAC 2025 ETR** – it is envisaged to highlight the preliminary findings from desk research and review, as well as stakeholder consultations highlighted in Deliverable 2 above:
 - › An assessment of overall implementation progress made in delivering the MPAC 2025, including projected implementation rate by end-2025;
 - › Review of the existing implementation mechanisms in delivering MPAC 2025.
 - › Identifying changes in the context/circumstances affecting MPAC 2025 implementation; and
 - › Highlights of the achievements, drivers, and success factors as well as constraints and challenges, and lessons learnt and recommendations towards maximising the remaining years in the implementation of MPAC 2025 to achieve the best possible outcome in terms of fulfilling the objectives of the MPAC 2025, including the Guiding Principles and Values of the ASEAN Gender Mainstreaming Strategic Framework (AGMSF) 2021–2025.
4. **Interim Report on the Preliminary Draft ACV 2045 ACSP Chapters** – it will describe:
 - › The vision, goals, framework, strategies, actions, and timelines for ACV 2045 ACSP chapters on Sustainable Infrastructure, Smart and Sustainable Urbanisation, Digital Innovation, People-to-People Connectivity, and Partnerships.
 - › A set of implementation strategies, objectives, work plan, and action lines, taking into consideration the AGMSF 2021–2025, towards enhancing the implementation of the ASEAN Connectivity agenda, including strengthening the institutional arrangement, resource requirement and mobilisation plan, the need for technical assistance, as well as a robust communication programmes for stakeholder support.
 - › A monitoring and evaluation framework and plan, with due consideration for gender equality, disability, and social inclusion.

The formulation of ACV 2045 ACSP will be a joint undertaking with complementary support from other ASEAN external partners. As such, the successful tenderer under this project is responsible for developing and technical quality of the (preliminary and final) draft ACSP Chapters on Sustainable Infrastructure, Smart and Sustainable Urbanisation, Digital Innovation, People-to-People Connectivity, and Partnerships. The drafting of other chapters will be undertaken by a different implementing partner outside this consultancy's scope.

5. **Regional Workshop Report**, capturing discussions and insights from a regional workshop that will bring together various stakeholders within ASEAN and beyond to discuss the draft Interim Reports and findings.
6. **End-Term Review of MPAC 2025** – it will encompass final findings, incorporating input from MPAC 2025 stakeholders on Deliverable 3 (Interim Report on the Preliminary Findings of the MPAC 2025 ETR).
7. **Final Draft ACV 2045 ACSP Chapters** – They are the final draft of ACV 2045 ACSP Chapters on Sustainable Infrastructure, Smart and Sustainable Urbanisation, Digital Innovation, People-to-People Connectivity, and Partnerships, incorporating input from relevant stakeholders on Deliverable 4 (Interim Report on the Preliminary Draft ACV 2045 ACSP Chapters). In consultation with ACCC, ACD will synthesize and consolidate all chapters to render the draft final ACV 2045 ACSP.
8. **Communication Strategies and Products**, including but not limited to promotional video series, presentation decks, placemats, briefings, media and social media content, for the ETR of MPAC 2025 and the consolidated and approved ACV 2045 ACSP, respectively.
9. **Project Completion Report**, which would highlight completed activities and outputs, assess project implementation and management, capture learning from the project, and provide ideas for follow-on projects, if any.

IV. Tasks/Activities

The implementer of this project will have the opportunity to design the approach, method, and process/work plan that can best facilitate the achievement of project outputs in consultation with the MPAC 2025 key stakeholders. 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 the private sector.

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

It is envisaged that there will be at least three major consultations: (i) during desk research and data collection prior to the drafting of the draft ETR and Analysis of Global Developments and Emerging Trends on Connectivity, (ii) during the drafting of the Preliminary Draft ACV 2045 ACSP, and (iii) upon delivery of the interim findings in preparation for the Final Report, which

include a regional workshop and stakeholder engagements to consult the ASEAN Connectivity stakeholders on the findings of the ETR and draft ACV 2045 ACSP.

The following activities will need to be undertaken by the indicative timeline to achieve the outputs and deliverables presented above. Tenderers should provide details on their detailed approach to each activity in their bid and are free to recommend additional activities if they could contribute significantly or meaningfully to the project objective.

Deliverable	Activity/ Task	Indicative Person Working Day	Indicative Completion Date	Responsible Entity
Inception Report	Kick Off Meeting	20	Mid-June 2024 or 2 weeks after the signing of a Special Services Agreement between ASEAN and the contractor	Contractor (in coordination with ACD)
	Develop and submit the Inception Report			Contractor
	Presentation to the ACCC on the approach, scope, and plan to undertake the Project			Contractor (in coordination with ACD)
Approval of the Inception Report by ASEAN				
Initial Stakeholder Consultation Report	Analysis of Global Developments and Emerging Trends on Connectivity <ul style="list-style-type: none"> › Analyse current global and regional situation related to ASEAN Connectivity › Identify emerging trends and conduct foresight analysis related to ASEAN Connectivity › Identify the drivers for ASEAN Connectivity moving forward 	80	June 2024	Contractor
	Conduct National Consultations		July 2024	Contractor (in coordination with ACD)
	Presentation to the ACCC on the Initial Stakeholder Consultation			Contractor (in coordination with ACD)
Approval of the Initial Stakeholder Consultation Report by ASEAN				
Interim Report on the Preliminary Findings	<ul style="list-style-type: none"> › Review the existing reports and documents on MPAC 2025 MRE, including the Operational Guide. › Online stakeholder consultations 	85	August/ September 2024	Contractor

Deliverable	Activity/ Task	Indicative Person Working Day	Indicative Completion Date	Responsible Entity
of the MPAC 2025 ETR	<ul style="list-style-type: none"> › Undertake analysis of the findings from primary and secondary information and research › Submit the interim findings to ASEC › Present the interim findings to the 3/2024 ACCC 			
Approval of the Interim Report on the Preliminary Findings of the MPAC 2025 ETR by ASEAN				
Interim Report on the Preliminary Draft ACV 2045 ACSP Chapters	<ul style="list-style-type: none"> › Online stakeholder consultations › Prepare preliminary draft ACV 2045 ACSP Chapters on Sustainable Infrastructure, Smart and Sustainable Urbanisation, Digital Innovation, People-to-People Connectivity, and Partnerships.⁴ › Present the Preliminary Draft ACV 2045 ACSP Chapters to the 3/2024 ACCC 	105	August/ September 2024	Contractor
Approval of the Interim Report on the Preliminary Draft ACV 2045 ACSP Chapters by ASEAN				
Regional Workshop Report	<ul style="list-style-type: none"> › Conduct a regional workshop › Prepare a report capturing discussions and insights from the regional workshop 	20	September/ October 2024	Contractor
Approval of the Regional Workshop Report by ASEAN				
End-Term Review of MPAC 2025	Taking into account feedback received, finalise and submit the ETR of MPAC 2025 to ACCC	20	December 2024	Contractor
Approval of the End-Term Review of MPAC 2025 by ASEAN				

⁴ As noted above, the development of ACV 2045 ACSP Chapters will be a joint collaboration with support to be provided by other ASEAN external partners. The contractor to be engaged under this project—supported by the Aus4ASEAN Futures—will be responsible for drafting and the technical quality of the ACV 2045 ACSP Chapters on Sustainable Infrastructure, Smart and Sustainable Urbanisation, Digital Innovation, People-to-People Connectivity, and Partnerships.

Deliverable	Activity/ Task	Indicative Person Working Day	Indicative Completion Date	Responsible Entity
Final Draft ACV 2045 ACSP Chapters	<ul style="list-style-type: none"> › Revise draft ACV 2045 ACSP Chapters on Sustainable Infrastructure, Smart and Sustainable Urbanisation, Digital Innovation, People-to-People Connectivity, and Partnerships in accordance with feedback from the Regional Workshop and drafting sessions by ACCC / Ad-hoc ACCC WG as appropriate › Present the revised Draft ACV 2045 ACSP Chapters to ACCC › Finalise and submit these Final Draft ACV 2045 ACSP Chapters to ACCC 	40	March 2025	Contractor (in coordination with ACD)
Approval of Draft ACV 2045 ACSP Chapters by ASEAN				
Communication Strategies and Products for MPAC 2025 ETR and ACV 2045 ACSP Chapters	<ul style="list-style-type: none"> › Produce communication strategy and products, including video series and presentation decks, for the MPAC 2025 ETR › Produce communication strategy and products, including promotional video series and presentation decks, for the consolidated and approved ACV 2045 ACSP 	50	July 2025	Contractor (in coordination with ACD)
Approval of the Respective Communication Strategies and Products by ASEAN				
Project Completion Report	Prepare project completion report and submit to ASEC, including making necessary revisions to incorporate inputs from relevant stakeholders	5	August 2025	Contractor
Approval of the Project Completion Report by ASEAN/ASEC				

V. Project Management

The project will be funded through the Aus4ASEAN Futures Initiative (Economic & Connectivity – ECON) and managed by the ASEAN Connectivity Division of the ASEAN Secretariat. The contractor should be responsible for achieving the outputs and deliverables, including organising and conducting the scheduled activities, in close consultation and collaboration with the host countries and the ASEAN Secretariat.

Given the collaborative approach in the formulation of ACV 2045 ACSP, in consultation with the ACCC, ACD will coordinate all activities and synthesise final outputs (e.g., various ACSP chapters) delivered separately under this project and other components that other ASEAN external partners will support in undertaking.

In addition, a project management team, chaired by ACCC Chair or ACD, is envisaged to ensure synergy and consistency between various outputs and implementing agencies and provide quality assurance of the final outputs.

All reports will be submitted based on Australia for ASEAN Futures (Aus4ASEAN Futures) Guidelines for Contractors in draft format to the ASEAN Connectivity Division (with a copy to Aus4ASEAN Futures) 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 the ASEAN Connectivity Division and Aus4ASEAN Futures via email.

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

VI. Scope of Services

The consultancy will be undertaken over a **continuous effective period of 17 calendar months** with approximately **425 person working days** of various professional services. Work will need to commence immediately after contract signing.

VII. Qualifications

The project requires a reputable firm/organisation or a joint venture/consortium/association (JCVA) with combined proven expertise in policy and strategy monitoring and evaluation as well as in stakeholder management and communications. Implementing sound consultative approaches in this project is critical to ensure the ownership of various stakeholders of the ACV 2045 ACSP. Interested firms/JCVAs should demonstrate the following in the submitted technical component:

- › In-depth and comprehensive understanding of ASEAN developments and issues, particularly on ASEAN Connectivity, as well as the related trends/megatrends, challenges/gaps, and developments, particularly in the field of sustainable infrastructure, smart and sustainable urbanisation, digital innovation, people-to-people connectivity, and partnerships.
- › Proven track record of successful projects in policy and strategic planning as well as monitoring and evaluation of strategies, result frameworks, and programmes at

regional and national levels within the ASEAN region and/or similar international contexts.

- › Strong capacity in data collection and analysis, as well as excellent report writing and presentation skills, with the ability to convey complex information clearly and effectively to diverse audiences.
- › Demonstrated sound project management skills and ability to deliver satisfactory results in a short timeframe, with evidence of delivering complex projects on time with parallel components/activities.
- › Proven experience in multilateral, cross-sectoral stakeholder engagement and communications, including demonstrated facilitation skills for strategic planning discussions/workshops, as well as developing and employing various promotional materials (including video) to maximise the visibility and impact of projects and activities.
- › Demonstrated capabilities, experience, and available resources in mainstreaming cross-cutting issues, such as climate change and gender equality, disability, and social inclusion, in connectivity policies and projects in the ASEAN region and/or similar international contexts.
- › Familiarity with the ASEAN structure and implementation arrangements for various ASEAN blueprints/strategic plans/action plans under various ASEAN Community pillars is a distinct advantage.
- › A thorough understanding of and experience working on ASEAN and/or Aus4ASEAN Futures procedures will be considered an added value.

VIII. Bidding

Interested firms or Joint Ventures/ Consortium/ Association (JVCA) are invited to submit a proposal in response to these Terms of Reference. This proposal should be divided into two parts: **Technical and Financial components**; and submitted in two separate emails.

The **Technical component** should present the following information:

- › A brief discussion indicating the tenderer's understanding of the needs of the project.
- › A brief analysis of key issues.
- › A methodological discussion of how the tenderer 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 will be taken to ensure the future sustainability of the outcomes of the project.
- › Brief discussion of the firm/JVCA's past experience in undertaking similar work and brief summaries of all projects undertaken.
- › Cover Letter for Technical Proposal (see **Form A** annexed to this document).
- › Tenderer Information and Completed Tenderer Registration Form (see **Form B** of this document), including a set of the following documents if applicable: company profile;

business name registration issued by an appropriate government agency; authority of signatory; valid business permit and other appropriate licenses; taxpayer identification number; latest audited financial statements.

- › Joint Venture/Consortium/Association Information (only if the proposal is submitted as such) – see **Form C** of this document.
- › Tenderer Declaration (see **Form D** of this document).
- › Tenderers should use the Technical Proposal Format (see **Form E** annexed to this document). Examples of previous work and a list of referees should be included in the Technical Proposal.
- › CVs of all proposed experts (see **Form F** of this document).

The Technical Proposal shall not include any price or financial information. A technical proposal containing material with financial information may be declared non-responsive.

The **Financial Proposal** should specifically include:

1. Cover Letter for Financial Proposal (see **Form G** annexed to this document).
2. Professional fees of expert(s).
3. Management and/or operational fees (if any), which include all costs incurred by the person/entity/company for internal coordination, communication, travel, and any other associated project management costs.
4. Applicable taxes such as value-added tax (VAT), good and services tax (GST), Pajak Pertambahan Nilai (PPN), and income tax. The total amount quoted in the financial component must include all applicable taxes. Additional amounts not specified in the financial component will not be included in the contract. See Section XI point 5 for an additional note on tax liability.
5. Tenderers should use the Financial Proposal Format (see Form H of this document).

The quoted price in the Financial Proposal shall only be in US dollars.

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.

The proposal should be valid for at least one hundred eighty (180) days starting on the closing date of this tender announcement.

All documents submitted shall be in English. Otherwise, it will not be considered.

IX. Submission of Bid

Tenderers shall send their Technical Proposal and Financial Proposal via two separate emails, attaching the respective cover letters and materials specified in Section VIII above and other supporting documents to tender@aus4aseanfutures.org, no later than **16 April 2024 at 23:59**

Jakarta time (GMT +7). Large documents (>5MB) can be submitted in parts through several emails. **Late submissions will be disqualified**.

Tenderers shall use the following email subjects when separately submitting their technical and financial proposals:

- › Technical Proposal_"End-Term Review (ETR) of the Master Plan on ASEAN Connectivity (MPAC) 2025 and Formulation of ASEAN Community Vision (ACV) 2045 ASEAN Connectivity Strategic Plan (ACSP)"_Name of Vendor
- › Financial Proposal_"End-Term Review (ETR) of the Master Plan on ASEAN Connectivity (MPAC) 2025 and Formulation of ASEAN Community Vision (ACV) 2045 ASEAN Connectivity Strategic Plan (ACSP)"_Name of Vendor

For Frequently Asked Questions (FAQ), please visit <https://www.aus4aseanfutures.org/tender-frequently-asked-question/>.

Any queries on the TOR should be sent by email to query@aus4aseanfutures.org before **5 April 2024**. Please use the subject line: **"Query - End-Term Review (ETR) of the Master Plan on ASEAN Connectivity (MPAC) 2025 and Formulation of ASEAN Community Vision (ACV) 2045 ASEAN Connectivity Strategic Plan (ACSP)."**

Response to received queries will be published at Aus4ASEAN Futures' website (https://www.aus4aseanfutures.org/mpac2025-etr_acv2045-acsp/). No individual responses or replies will be provided for queries. Please check the page regularly for updates.

X. 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 Contractor to ASEAN shall belong to ASEC under the name of **ASEAN** only.
2. Successful tenderers 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 Australia for ASEAN Futures Guidelines for the Contractors attached to the SSA.
3. SSA can only be signed with the registered tenderers as stated in Form A (see Annex). It is not possible for other entities or subsidiaries of the registered tenderers to sign the SSA on behalf of the registered tenderer.
4. Tenderers shall not initiate or engage in any work under this project before the SSA is duly signed.
5. As an intergovernmental organisation, ASEAN shall not be responsible for any tax(es), levy, tax claim, or any tax liability that may be imposed by any law in relation to any amount payable by the ASEAN Secretariat. This means that the ASEAN Secretariat has no tax identification, is tax-exempt (including withholding tax) and is a non-tax withholding entity. ASEAN Secretariat will provide proof of tax-exemption status to the contractor, as needed.

PROPOSAL FORMS

Form A. Cover Letter for Technical Proposal

Form B. Tenderer Information

Form C. Joint Venture/ Consortium/ Association Information

Form D. Tenderer's Declaration

Form E. Technical Proposal (of up to 50 pages on an A4-sized page)

Form F. Specified Personnel's Curriculum Vitae (of up to four pages for each CV)

Form G. Cover Letter for Financial Proposal

Form H. Financial Proposal

PROPOSAL CHECKLIST FOR THE COMPLETENESS OF DOCUMENTS SUBMITTED

Checklists must be used to ensure that all tender documentation has been provided. Checklists must be included in both emails of proposals.

Technical Proposal

No	Description	Checklist
1	Proposals are submitted in two separate emails (softcopy)	
2	Title of the tender shall be put in each email as follows: > Technical Proposal_Title of Tender_Name of Vendor > Financial Proposal_Title of Tender_Name of Vendor	
3	Technical Proposal:	
	> Form A. Cover Letter for Technical Proposal	
	> Form B. Tenderer Information and other supporting documents, such as:	
	<ul style="list-style-type: none"> ○ Scanned Copy of Company Legal Documents (if applicable), i.e. <ul style="list-style-type: none"> ▪ Business Name Registration (Trade Register) ▪ Valid Business Permit ▪ Tax Identification Number ▪ Latest audited financial statements (for the company) 	
	> Company Profile	
	> Authority of signatory	
	> Form C. Joint Venture/ Consortium/ Association Information (if applicable) <i>*In the case of Joint Venture (JV), the letter of intent to form a legally enforceable JV, including a draft agreement or JV agreement (see Form C)</i>	
	> Form D. Tenderer's Declaration	
	> Form E. Technical Proposal (of up to 50 pages on an A4-sized page, including a list of references)	
	> Form F. Specified Personnel's CV (with each CV up to four pages)	
4	Financial Proposal:	
	> Form G. Cover Letter for Financial Proposal	
	> Form H. Financial Proposal:	
	<ul style="list-style-type: none"> ○ Bid Amount ○ Payment Schedules 	

Form A: Cover Letter for Technical Proposal

[On company letterhead]

[Location, Date]

To:
Procurement Team
Australia for ASEAN Futures Initiative
ASEAN Secretariat
Jl. Sisingamangaraja 70a, Jakarta Selatan
Indonesia 12110

Dear Sir/ Madam,

We, the undersigned, offer to provide the Services for *(Insert RFP Title)* dated *(Insert Date)*. We are hereby submitting our proposal, which includes this Technical Proposal, and a Financial Proposal sent in a separate password-protected file through electronic submission.

Our proposal shall be valid and remain binding upon us for the period of time specified in the RFP Documents and subject to the modifications resulting from Contract negotiations. We acknowledge and accept your right to inspect and audit all records relating to our proposal irrespective of whether we enter into a contract with ASEAN as a result of this proposal or not.

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorised Signature
Name and Title of Signatory:
Date:
Name of Firm:
Address:
(Stamp with the official stamp of the Tenderer)

Form B: Tenderer Information

Tenderer's legal name	
In the case of a Joint Venture, Consortium, or Association - The legal name of each party	
Tenderer's type of organisation	<i>(For example, sole trader / public limited company/ private company)</i>
Tenderer's Country of Registration, Constitution, or Incorporation	
Tenderer's Year of Registration, Constitution, or Incorporation	
Tenderer's legal address in the Country of Registration, Constitution, or Incorporation	
Registration no./Deed of organisation: (if applicable)	
Tenderer's authorised representative information:	Name: Address: Telephone: Email Address:
Organisation chart	Attach the organisation chart to this form as an option.
List of management names and position	

Please attach:

- › Articles of Incorporation or Registration of the designated firm and information on its capital structure (Trade Register).
- › In the case of a Joint Venture (JV), the letter of intent to form a legally enforceable JV, including a draft agreement or JV agreement (see Form C).
- › Organisation chart of the company and list of current staff
- › Latest audited financial statements (if applicable)

Form C: Joint Venture/ Consortium/ Association Information (if applicable)

Name of Tenderer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
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This is to be completed and returned with your proposal if the proposal is submitted as a Joint Venture/ Consortium/ Association (JVCA).

No	Name of Partner and contact information (address, telephone numbers, fax numbers, email address)	Proposed proportion of responsibilities (in %) and type of services to be performed
1	Click or tap here to enter text.	Click or tap here to enter text.
2	Click or tap here to enter text.	Click or tap here to enter text.
3	Click or tap here to enter text.	Click or tap here to enter text.

Name of leading partner (With authority to bind the JVCA during the RFP process and, in the event a Contract is awarded, during contract execution)	Click or tap here to enter text.
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We have attached a copy of the below-referenced document signed by every partner, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture:

Letter of intent to form a JVCA OR JVCA agreement.

We hereby confirm that if the contract is awarded, all parties of the JVCA shall be jointly and severally liable to _____ for the fulfilment of the provisions of the contract.

Name of partner: _____ Signature _____ _____ Date: _____	Name of partner: _____ Signature _____ _____ Date: _____
Name of partner: _____ Signature _____ _____ Date: _____	Name of partner: _____ Signature _____ _____ Date: _____

Form D: Tenderer's Declaration

Name of Tenderer	Click or tap here to enter text.	Date	Click or tap to enter a date.
-------------------------	----------------------------------	-------------	-------------------------------

On behalf of our firm, its affiliates, subsidiaries and employees, including any JV / Consortium / Association (JVCA) members or subcontractors or suppliers for any part of the contract.

Yes	No	
<input type="checkbox"/>	<input type="checkbox"/>	Requirements and Terms and Conditions: I/We have read and fully understand the RFP. I/We confirm that the Tenderer has the necessary capacity, capability and necessary licenses to fully meet or exceed the requirements and will be available to deliver throughout the relevant contract period.
<input type="checkbox"/>	<input type="checkbox"/>	Ethics: In submitting this proposal, I/we warrant that the Tenderer has not entered into any improper, illegal, collusive or anti-competitive arrangements with any competitor; has not directly or indirectly approached any representative of ASEAN Entities, ASEAN Secretariat, Aus4ASEAN Futures (other than the point of contact) to lobby or solicit information in relation to the RFP; has not attempted to influence, or provide any form of personal inducement, reward or benefit to any representative of the buyer.
<input type="checkbox"/>	<input type="checkbox"/>	I/We confirm to not engage in proscribed practices, or any other unethical practice, with the ASEAN Secretariat or any other party and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the ASEAN Secretariat and the Australian Government.
<input type="checkbox"/>	<input type="checkbox"/>	Child Protection and the Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH): I/We confirm that we have read DFAT policies on child protection http://dfat.gov.au/about-us/publications/Pages/child-protection-policy.aspx and Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) https://www.dfat.gov.au/international-relations/themes/preventing-sexual-exploitation-abuse-and-harassment/Pages/default and will adhere to them.
<input type="checkbox"/>	<input type="checkbox"/>	Conflict of interest: I/We warrant that the Tenderer has no actual, potential or perceived conflict of Interest in submitting this proposal or entering into a contract to deliver the requirements. Where a conflict of interest arises during the RFP process, the Tenderer will report it immediately to the Procuring Organisation's Point of Contact.
<input type="checkbox"/>	<input type="checkbox"/>	Collusive Tendering: I/We declare that our firm, its affiliates or subsidiaries or employees, including any JVCA members or subcontractors or suppliers for any part of the contract, have no knowledge of the technical or financial tender of any other tenderer when they submit their tender. We also declare that we have not and will not disclose any of the details of our tender submission to any other person or organisation prior to the closing date for the RFP.
<input type="checkbox"/>	<input type="checkbox"/>	Prohibitions, Sanctions: I/We hereby declare that our firm, its affiliates or subsidiaries or employees, including any JVCA members or subcontractors or suppliers for any part of the contract not on any list of sanctioned parties issued by any Australian Government institution, World Bank, ASEAN Development

Yes	No	
		Bank, UN agencies, European Union and others, and not blacklisted by any local/ international organisation, Government/ semi-government department, NGO or any other company/ organisation.
<input type="checkbox"/>	<input type="checkbox"/>	I/We do not employ, or anticipate employing, any person(s) who is, or has been convicted for an offence concerning professional conduct or guilty of grave professional misconduct (proven by any means which the contracting authorities can justify) or have been convicted of an offence of, or relating to bribery of a public official, nor are they subject to any proceedings which could lead to such a conviction.
<input type="checkbox"/>	<input type="checkbox"/>	Bankruptcy: I/We have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against us that could impair our operations in the foreseeable future.
<input type="checkbox"/>	<input type="checkbox"/>	Proposal Validity Period: I/We confirm that this proposal, including the price, remains open for acceptance for the proposal validity period.
<input type="checkbox"/>	<input type="checkbox"/>	I/We understand and recognise that you are not bound to accept any proposal you receive.
<input type="checkbox"/>	<input type="checkbox"/>	By signing this declaration, the signatory below represents, warrants and agrees that he/she has been authorised by the Organisation/s to make this declaration on its/their behalf.

Authorised Signature

Name and Title of Signatory:

Date:

Name of Firm:

Address:

(Stamp with the official stamp of the Tenderer)

Form E: Technical Proposal

Consultant's general information - to be submitted together in the Technical Proposal

Name of Assignment
Tenderer's Organisation or Person
Address
Contact Person and Title/Position
Email
Telephone
Mobile Phone
Business Name Registration
Tax Registration Number
Indicate the number of years involved in similar business/work
Date

I. Consultant's Organisation and Experience

1.1. Organisational capability

Outline general organisational capability that is likely to affect the performance of the TOR, such as size of the organisation, in-house expertise, strength of project management support, networks, etc.

1.2. Relevant experience

Include a description of past and present experiences and relationships that have a direct relationship to the performance of the TOR. Include relevant collaborative efforts in which the organisation may have participated. Detail any specialised knowledge that may be applied to the performance of the TOR. Include experience working with the ASEAN Member States and/or the ASEAN Secretariat.

1.3. Quality assurance procedures

Describe the potential risks for the performance of the TOR that may impact the achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks. Provide certificate (s) for accreditation of processes and policies, e.g., ISO.

1.4. Extent to which the work will be subcontracted.

Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors. Special attention should be given to providing a clear picture of the roles, responsibilities, reporting lines, and accountability.

1.5. Customer/Previous Work Reference

Please list references of three (3) clients/ customers for whom the Tenderer has provided similar service.

Customer/Previous Work Details	
Company name	
Company address	
Telephone number	
Contact person and Position/Title	
Email address	
Project title and brief description	

Customer/Previous Work Details	
Company name	
Company address	
Telephone number	
Contact person and Position/Title	
Email address	
Project title and brief description	

Customer/Previous Work Details	
Company name	
Company address	
Telephone number	
Contact person and Position/Title	
Email address	
Project title and brief description	

II. Comments and/or Suggestions on the Terms of Reference

Please feel free to present and justify any modifications to the Terms of Reference your firm/organisation would like to propose in order to perform the assignment more effectively. If there are such suggestions, they should be incorporated into your proposal.

III. Description of Approach and Methodology

Provide a description of the organisation's approach, methodology, and timeline for how the organisation will achieve the TOR, including:

- › The assessment criteria the Assessment will use, the questions the Assessment should answer, and how the criteria and questions relate. These will include any additional issues identified by the assessor with regard to those mentioned in the ToR.
- › For each criterion, methods of collecting data/information and specific sources of data.
- › If appropriate to the Assessment, the proposed criteria for sampling and rational, and the proposed sample.
- › Describe in detail the ways data will be collected, including instruments.

IV. Work Plan

A work plan for data collection, analysis, reporting, and their milestones. **The timelines mentioned in the ToR may be confirmed.** Please detail the proposed quality assurance method, including who will do the quality assurance for the products of the Assessment and which instrument will be linked (e.g., Assessment proposal, inception report, data collected and analysed, draft report). It should also include a description of how comments and corrections received from main stakeholders will be handled. Please provide a brief description of each team member and a statement of how team members complement each other to meet the knowledge and skills needs of the assignment.

V. Quality Assurance

Please detail the proposed quality assurance method, including who will do the quality assurance for the products of the Assessment and which instrument will be linked (e.g., Assessment proposal, inception report, data collected and analysed, draft report). It should also include a description of how comments and corrections received from main stakeholders will be handled.

VI. Team Composition and Task Assignments

Please provide a brief description of each team member and a statement of how team members complement each other to meet the knowledge and skills needs of the assignment. Additionally, please provide the information requested in the table below.

VII. Work Schedule and Planning

No	Deliverables ¹	Months											
		1	2	3	4	5	6	7	8	9	n	TOTAL
D-1	{e.g., Deliverable #1: Report A												
	1) data collection												
	2) drafting												
	3) inception report												
	4) incorporating comments												
	5) delivery of the final report to ASEAN through ASEC}												
D-2	{e.g., Deliverable #2:.....}												

1. List the deliverables with the breakdown for activities required to produce them and other benchmarks such as ASEAN's approvals. For phased assignments, indicate the activities, delivery of reports, and benchmarks separately for each phase.
2. The duration of activities shall be indicated in the form of a bar chart.
3. Include a legend, if necessary, to help read the chart.

VIII. Team Composition, Assignment, and Inputs

No.	Name	Expert's input in person weeks for each deliverable							Total time-input (in person week)		
		Position		D1	D2	D3	D4	D5	Home	Field	Total
Key Experts											
1.	Mr/Ms. Example	Team Leader	Home	2.0 w	0.5 w	1.0 w	1.0 w	0.5 w	5 weeks	7 weeks	12 weeks
			Field	3.0 w	1.0 w	1.0 w	1.0 w	1.0 w			
2.											
3.											
Sub Total											
Non-Key Experts											
1.			Home								
			Field								
2.											
3.											
Sub Total (days)											
Total (days)											

1. For Key Experts, the input should be indicated individually for the same positions as required.
2. Weeks are counted from the start of the assignment/mobilisation. One (1) week equals five (5) working (billable) days. One working (billable) day shall be not less than eight (8) working (billable) hours.
3. "Home" means work in an office in the expert's country of residence.
 "Field" work means work carried out in any other country outside the expert's country of residence.

Form F. Specified Personnel's Curriculum Vitae

CURRICULUM VITAE (CV)

Position Title	{e.g., TEAM LEADER}
Name of Expert:	{Insert full name}
Date of Birth:	{day/month/year}
Country of Citizenship/Residence	

Education:

List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained

Employment record relevant to the assignment:

Starting with the present position, list in reverse order. Please provide dates, the name of the employing organization, the titles of positions held, the types of activities performed, the location of the assignment, and the contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
[e.g., May 2005-present]	[e.g., Ministry of, advisor/consultant to... For references: Tel...../e-mail.....; Mr. Hbbbbbb, deputy minister]		

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work):

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts: <i>List all deliverables/tasks in which the Expert will be involved</i>	Reference to Prior Work/Assignments that Best Illustrate Capability to Handle the Assigned Tasks

Expert's contact information: (e-mail, phone.....)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by ASEAN.

Name of Expert
Date

Signature

Name of authorized
Date
Representative of the Consultant
(the same who signs the Proposal)

Signature

Form G: Cover Letter for Financial Proposal [On company letterhead]

[Location, Date]

To:
Procurement Team
Australia for ASEAN Futures Initiative
ASEAN Secretariat
Jl. Sisingamangaraja 70a, Jakarta Selatan
Indonesia 12110

Dear Sir/ Madam,

We, the undersigned, offer to provide the Services for *(Insert RFP Title)* dated *(Insert Date)*. We are hereby submitting our proposal, which includes a Technical Proposal sent in a separate file, and this Financial Proposal through electronic submission. The password for this financial proposal *(****)*

Our attached Financial Proposal is for the sum of *[Insert amount in words and figures]*.

Our proposal shall be valid and remain binding upon us for the period of time specified in the RFP Documents and subject to the modifications resulting from Contract negotiations. We confirm that the amount stated above is inclusive of GST/ VAT and other applicable taxes. We acknowledge and accept your right to inspect and audit all records relating to our proposal irrespective of whether we enter into a contract with ASEAN as a result of this proposal or not.

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorised Signature
Name and Title of Signatory:
Date:
Name of Firm:
Address:
(Stamp with an official stamp of the Tenderer)

Form H: Financial Proposal

I. Cost Breakdown by Professional Fee

#	Team Member	Role in project	Daily Rate	# of days	Total professional fees
1	Name 1				
2	Name 2				
3	Name 3				
4	...				
A	Total Professional Fees				
#	Other Expenses (if applicable)	Description	Item Cost	# of items	Total Other Expenses
1	Name 1				
2	Name 2				
3	Name 3				
4	...				
B	Total Other Expenses				
	GRAND TOTAL (A+B)				

II. Cost Breakdown by Deliverables

#	Deliverable	Description	# of days	Total professional Fees	Total Other Expenses	Total Cost
1	Deliverable 1					
2	Deliverable 2					
3	Deliverable 3					
4	...					
	GRAND TOTAL					

Tenderers may include the Payment Schedule in the Financial Proposal.

III. Additional Notes (if any)