



TERMS OF REFERENCE

Narrowing the Development Gap: ASEAN's Roadmap for the Initiative for ASEAN Integration (IAI) Work Plan V

Tender submission deadline extended to 7 March 2025

The ASEAN Secretariat and the Australian Government, through the Australia for ASEAN Futures Initiative and the Mekong Australia Partnership (MAP), 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 Initiative for ASEAN Integration (IAI) provides a policy framework to support the participation of ASEAN's newer member states (Cambodia, Lao PDR, Myanmar and Viet Nam or CLMV) in the ASEAN integration process. The IAI Work Plan IV (2021-2025) focused on five strategic areas, namely food and agriculture, trade facilitation, micro, small and medium enterprises (MSMEs), education, and health and well-being. Actions within the strategic areas are aligned with the commitments in the related sectoral Work Plans.

The IAI Work Plan IV (2021-2025) is approaching its final year. As such, there is a need to start formulating a new IAI Work Plan (hereafter known as "Work Plan") with the target of submitting the Work Plan to the ASEAN Leaders for adoption in October/November 2025.

In 2023, the IAI Task Force undertook the Final Assessment of Outcome Metrics of the IAI Work Plan III. The assessment results revealed varying levels of project implementation and beneficiary participation across CLMV countries in different projects. Additionally, the distribution of projects was not consistent across the five strategic areas and enabling actions.

In April 2024, a Regional Workshop on ASEAN Integration: Enhancing the IAI Work Plan IV (2021-2025) Implementation was held in Siem Reap, Cambodia. The Final Report of the Regional Workshop suggested re-evaluating IAI priorities in consultation with CLMV officials to identify areas where IAI support can further narrow the development gaps not only among AMS but also within each AMS addressing disparities such as those between rural and urban areas. Hence, IAI must evolve and consider emerging issues to remain relevant.

Under Lao PDR's 2024 ASEAN Chairmanship, a Priority Economic Deliverable (PED) on "Reframing Strategies for Narrowing Development Gaps (NDG) to Promote Sustainable and Inclusive Economic Growth in the ASEAN Region," has been developed with support from the Economic Research Institute for ASEAN and East Asia (ERIA). Among other recommendations, the Reframed Strategies suggested for

expanding the strategic areas covered by ASEAN’s NDG initiatives and programs, aligning them with the United Nation’s Sustainable Development Goals (SDG), as well as fostering greater participation of all relevant sectoral bodies under AEC and ASCC on tackling NDG.

The AEC Post-2025 Study highlights the importance of narrowing the development gap supporting MSMEs and the informal sector ensuring a healthy ASEAN economy that serves all segments of society, considering that financial access, digital adoption and easier market access for the rural communities.

The new IAI Work Plan will take into consideration the key findings and recommendations from the above-mentioned documents, as well as lessons learned from the implementation of the current and past Work Plans. It will take into consideration the prospective accession of Timor-Leste, who was “admitted in principle” as the 11th member of ASEAN during the 40th and 41st ASEAN Summit and Related Summits in 2022, in line with the Roadmap for Timor-Leste’s Full Membership in ASEAN.

This project is proposed to be organized in two phases:

Phase 1: Develop a draft IAI Work Plan V with essential sections, including the Strategic Framework, Implementation Mechanisms, and a Monitoring and Evaluation Framework. This phase will be guided by key principles—alignment with ASEAN’s Post-2025 Vision, inclusivity, adaptability, and stakeholder engagement. Collaboration with IAI coordinators, relevant government agencies, Dialogue and Development Partners, and relevant sectoral bodies will be essential to ensuring that the Work Plan reflects regional priorities and secures broad-based support.

Below is a list of key processes and timelines:

Process	Timeline
Commence drafting of the new IAI Work Plan	Q2 2025
Submit indicative activities of the new Work Plan to the AEC Post-2025 Strategic Plan	Q2 2025
Consult AMS and stakeholders	Q2 2025
Conduct Regional Workshop and Stakeholders’ Forum	Q2 2025
Submission to IAI Task Force for approval/endorsement	Q3 2025
Submission of Work Plan to ASEAN Coordinating Council for consideration	October 2025
Submission of Work Plan to ASEAN Leaders for adoption	November 2025
Prepare and finalise Implementation Plan	Q3 2025 – Q1 2026

Phase 2: Enhance implementation readiness through a comprehensive review of IAI’s operational mechanisms and targeted capacity-building. This phase will include a Training of Trainers (ToT) program on project proposal development, empowering IAI national coordinators and focal points with the skills to generate impactful project proposals. It will conclude with a regional workshop to share lessons learned, strengthen the project implementation framework, and foster a culture of knowledge-sharing across AMS.

Relationship to Other Activities

As earlier indicated, the project will take into consideration the report of the “Final Assessment of Outcome Metrics of the IAI Work Plan III” and the findings and recommendations of the “Regional Workshop on ASEAN Integration: Enhancing the IAI Work Plan IV (2021-2025) Implementation”, These two projects were supported by Australia through the then AADCP II and the Aus4ASEAN Futures, respectively.

The new Work Plan will consider incorporating key elements from the ASEAN Community Vision 2045, particularly the post-2025 Strategic Plan(s) across three pillars of ASEAN Political Security Community (APSC), ASEAN Socio Cultural Community (ASCC) and ASEAN Economic Community (AEC), and ASEAN Connectivity. It is noted that the ASEAN Community Vision 2045 will continue to narrow the development gap through relevant initiatives and promote inclusive, participatory, and equitable access to economic opportunities. The IAI Task Force has also been identified as the relevant ASEAN Sectoral Body in-charge of several Strategic Measures (SMs) under the AEC Strategic Plan, and as supporting Sectoral Bodies under the ASCC Strategic Plan.

The new Work Plan should also consider incorporating the key element in the Reframed Strategies on Narrowing Development Gaps, and support ASEAN effort in strengthening its digitalisation and sustainability agenda through the Framework for Circular Economy for AEC, the ASEAN Blue Economy Framework, the ASEAN Strategy for Carbon Neutrality, and various regional instruments related to digital transformation. It will take into consideration gender equality, disability equity and social inclusion, and should align with the UN SDGs.

II. Needs and Objectives

The project will contribute to inclusive and sustainable regional growth and stability through stronger participation of IAI beneficiary countries in ASEAN integration.

To contribute to narrowing the development gap within ASEAN from IAI beneficiary countries:

- i) Adopting strategic and evidence-based decisions to develop an IAI Work Plan V (2026-2030) that is informed by lessons learned from past implementation and addresses emerging regional developments and challenges.
- ii) Guiding the planning, evidence-based coordination, and effective execution of the IAI Work Plan V (2026-2030) by: (a) conducting a comprehensive review of implementation mechanisms with actionable recommendations to enhance effectiveness, ownership, and governance in the IAI Work Plan V implementation; (b) incorporating recommendations from the comprehensive review in the IAI Work Plan V; and (c) developing an Implementation Plan which will include two priority project concept notes for each strategic area, mapping of potential proponents, and templates for monitoring input and output matrices.
- iii) Building sustainable capacity for IAI National Coordinators and Focal Points to design robust initiatives that deliver against the IAI Work Plan V strategic areas and objectives.

III. Outputs and Deliverables

Phase I: Work Plan Development and Consultation

Output 1: A Comprehensive Draft of the IAI Work Plan V (2026–2030), structured to provide clear direction and alignment with ASEAN's overarching priorities. The draft will at least include the following sections:

i) Executive Summary: An overview of the Work Plan, its strategic framework and implementation approach.

Introduction: Background information on the IAI, past achievements, the need for a new strategic Work Plan aligned with the Post-2025 Vision and regional priorities, and structure of the Work Plan.

ii) Strategic Framework:

Context and Approach: Insights into the regional and global context impacting ASEAN's integration, particularly for CLMV countries, and the guiding principles for the new Work Plan's design.

Strategic Goals and Priority Areas: Definition of vision, strategic areas, objectives/intended outcomes and actions, ensuring alignment with ASEAN's sectoral Work Plans, the Reframed Strategies on NDG, and global Sustainable Development Goals (SDGs).

Implementation Mechanisms and Arrangements: An outline of the structures and mechanisms that will support effective coordination, governance, and ownership among AMS, with active participation from IAI national coordinators and focal points.

Monitoring and Evaluation Framework: A plan for tracking progress, measuring outcomes, and ensuring accountability, with provisions for adaptive management based on feedback from stakeholders and emerging needs. KPIs will measure progress against strategic areas, establish baselines and targets, and include disaggregated data for gender equality and inclusion. The framework will also include process indicators to assess internal coordination, inclusivity in sectoral engagement, and the operationalization of implementation mechanisms.

Additionally, the Terms of Reference of the IAI Task Force as well as the IAI National Coordinators and Focal Points will be reviewed and amended if required, to be annexed to the Work Plan.

The Work Plan development will embody the following principles:

- **Consistency and relevance:** Actions should be consistent with ASEAN's latest developments and progress, including the core elements of the ASEAN Community's Post-2025 Vision, the Reframed Strategies on NDG, the ASEAN Sectoral Work Plans, and emerging challenges such as inclusive economic growth, digital economy and technology adoption, green financing, climate change and environmental sustainability, health and social protection, education and skills development, labour mobility sustainable agriculture and food security, translational crime, human trafficking, etc.
- **Focused on strategic regional needs:** Actions will focus on intended outcomes, rather than specific activities, allowing ASEAN Member States (AMS) and Sectoral Bodies to adjust activities based on evolving context and ensure that projects prioritise the activities that are most appropriate to achieve the Work Plan's objectives.

- **Inclusive and equitable development:** The new IAI Work Plan will adopt a gender equality, disability equity, and social inclusion-sensitive approach to foster a more resilient, inclusive, and sustainable ASEAN. By embedding these principles, the Work Plan will ensure that all communities, particularly marginalised groups such as women, persons with disabilities, and disadvantaged populations, are actively included in ASEAN's regional integration efforts. This approach will contribute to more equitable development within and across AMS, narrowing gaps while promoting social cohesion and sustainable growth.
- **Stakeholder engagement:** CLMV national coordinators, focal points and relevant line agencies/ministries will be actively engaged in developing the Work Plan. The IAI Task Force will have a key role in drafting the Work Plan to reflect regional strategy and priorities.
- **Engagement with ASEAN Dialogue and Development Partners:** Early engagement with ASEAN Dialogue and Development Partners will be crucial for securing interest and commitments to implement actions outlined in the Work Plan and ensuring effective monitoring and evaluation of agreed actions.
- **Involvement of Private Sector, Non-profit Organisations and ASEAN entities:** The development of the Work Plan will ensure appropriate involvement of the private sector, including non-profits and relevant ASEAN entities. Adopting this inclusive approach addresses findings from the assessment of the IAI Work Plan IV (2021-2025) implementation and promotes sustainability.

Once finalised, the Work Plan will be introduced to national coordinators, focal points and line agencies, as critical players in ensuring effective coordination during implementation and monitoring and evaluation process.

Output 2: Comprehensive Review of Implementation Mechanisms and Arrangements

Assessment report with recommendations for practical and concrete implementation mechanisms and arrangements, including coordination, governance, and ownership aspects, to guide the IAI Work Plan V's rollout. The review recommendations are expected to inform the Implementation Approach section of the IAI Work Plan V.

Output 3: Implementation Plans and Project Concept Notes

Upon the completion of the Work Plan, the project will support the creation of an Implementation Plan, adopting the above same principles used during Work Plan development. The implementation plan will provide a comprehensive overview of the Work Plan objectives and outcomes, along with templates for monitoring input and output matrices. Additionally, it will include two project concept notes for each strategic area. Project concept notes should reflect, outlining the most critical interventions required to achieve strategic area objectives within the 5-year duration of the Work Plan V (i.e., 2026 to 2030).

This plan will also align the Work Plan's actions against proponents, including AMS, and Dialogue/Development Partners, ensuring their interests to support Work Plan implementation are mapped out and integrated effectively for streamlined execution. The Implementation plan will serve as reference for IAI Task Force engagement with key actors in moving forward the project concepts.

Phase II: Capacity Building and Rollout**Output 4: ToT on Project Proposal Development and Knowledge Transfer**

ToT workshop on project proposal development designed to equip IAI national coordinators and focal points with foundational knowledge, guide and support them in translating the project concept notes into comprehensive project proposals. The ToT Workshop will be followed by targeted online mentoring sessions as IAI national coordinators and focal points finalise project proposals and as they plan to roll-out similar training in their respective agencies. As part of this output, standard training materials on project proposal development and guidelines in training approach will be shared with the IAI national coordinators and focal points to enable them to deliver at least one similar training session within their agencies or with other relevant officials to further disseminate project proposal development skills.

Output 5: Project Proposal for Each Strategic Area

At least one project proposal will be developed by IAI focal points across the strategic areas of IAI Work Plan V, with focal points collaborating closely with relevant agencies in participating countries.

Output 6: Updated Implementation Approach for the IAI Work Plan

Following the development of the project proposals, a Regional Event will be organised to enable IAI national coordinators and focal points to share their experiences and lessons learned from proposal development process starting from their ToT journey. A Regional Event Summary Report will document lessons learned from the ToT and proposal development process, along with agreed next steps for engaging with dialogue and development partners and other AMS for potential support. After the Workshop, the implementation approach – particularly project development stage – will be updated as necessary.

IV. Deliverables and Activities

The following outputs and activities will need to be undertaken to achieve the outputs and 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/ Task	Indicative Person Working Day	Indicative Completion Date	Responsible Entity
Phase I: Work Plan Development and Consultation				
1. Project Inception Report	Setting expectations on the project with consultant	10	2 weeks	Contractor
	Conceptualisation of overall approach, detailed framework, and preparation of work plan, management plan and budget			Contractor
	Preparation and submission of project inception report			Contractor
Approval of the Inception Report by ASEAN (10 working days)				
2. Initial draft Work Plan	Context analysis: (i) review of the relevant ASEAN strategic plan documents and assessment reports, (ii) comprehensive review of implementation mechanisms and arrangements of IAI Work Plan IV (2021-2025)	80	8 weeks	Contractor
	Consultation with ASEAN stakeholders - CLMV countries and Timor-Leste: individual interviews with government officials, international organisations, business associations, and project consultants. This process may be supplemented with survey questionnaires tailored for each stakeholder group.	60	8 weeks	Contractor
	National consultations in CLMV countries and Timor-Leste to identify and agree on key actions, including any remaining priorities from the implementation of IAI Work Plan IV (2021-2025), as well as issues related to implementation mechanisms and arrangements, for further discussion at the regional level.	90	4 weeks	Contractor, ASEC, Aus4ASEAN

Deliverable	Activity/ Task	Indicative Person Working Day	Indicative Completion Date	Responsible Entity
2. Initial draft Work Plan (cont'd)	Regional workshop 1 to present outcomes of national consultations, to agree on regional objectives, strategic areas and key actions, as well as to discuss implementation mechanisms and arrangements, as well as timeline	25	2 weeks	Contractor, ASEC, Aus4ASEAN
	Draft work plan, covering at the minimum proposed strategic framework – context and approach, strategic goals, proposed priority areas, proposed key actions, and implementation mechanisms and arrangements, as well as M&E Framework.	30	2 weeks	Contractor
Approval of the Initial draft Work Plan by ASEAN (10working days)				
3. Regional Workshop 2 and Stakeholders' Forum Report	Regional workshop 2 to (i) obtain feedback from AMS on the initial draft work plan and to agree on the key actions for each priority areas, including implementation mechanisms, arrangements, and M&E framework; and (ii) agree on prioritised actions for concept note development, and identifying key issues, expected outputs and outcomes for each concept note.	40	6 weeks	Contractor, ASEC, Aus4ASEAN
	Stakeholders' Forum to seek inputs from ASEAN Partners and other stakeholders on the draft work plan.	15	2 weeks	Contractor, ASEC, Aus4ASEAN
	Preparation and finalisation of Regional Workshop and Stakeholders' Forum Report. The report includes the summary of the presentation and discussion and the participants' evaluation of the workshop.	10	1 week	Contractor
Approval of the Regional Workshop 2 and Stakeholders' Forum Report by ASEAN (10 working days)				

Deliverable	Activity/ Task	Indicative Person Working Day	Indicative Completion Date	Responsible Entity
4. Approved Revised Draft Work Plan	Revised draft work plan consolidating results of the regional workshop and stakeholders' forum. The draft should be in the agreed format and contain the complete sections i.e. full draft.	20	2 weeks	Contractor
	Finalised work plan incorporating inputs from AMS.	10	1 week	Contractor
	Submission of the final draft work plan to the IAI Task Force for approval.	-	-	ASEC
Approval of the Approved Revised Work Draft Work Plan by ASEAN (10 working days)				
5. Implementation Plan and Two Concept Notes for Each Strategic Area	Developing a format for the implementation plans	5	1 week	Contractor
	Consultation with ASEAN sector desk officers, IAI National Coordinators and Focal Points	15	6 weeks	Contractor and ASEC
	Identification of and consultation with potential donors and project proponents	10	6 weeks	Contractor and ASEC
	Draft Implementation Plan, and two concept notes for each of all strategic areas	25	2 weeks	Contractor
	Finalisation of Implementation Plans and concept notes	5	3 weeks	Contractor
Approval of the Implementation Plan and Two Concept Notes for Each Strategic Area by ASEAN (10 working days)				
6. Regional Workshop 3 and Stakeholders' Forum Report	Regional Workshop Stakeholders' Forum to introduce the new work plan and its implementation	10	1 week	Contractor, ASEC, Aus4ASEAN
	Preparation and finalisation of Regional Workshop and Stakeholders' Forum Report. The report includes the summary of the presentation and discussion and the participants' evaluation of the workshop.	3	1 week	Contractor
Approval of the Regional Workshop 3 and Stakeholders' Forum Report by ASEAN (10 working days)				

Deliverable	Activity/ Task	Indicative Person Working Day	Indicative Completion Date	Responsible Entity
Phase II: Capacity Building and Rollout				
7. ToT Workshop and Targeted Online Mentoring Program	Development of ToT and targeted online mentoring program, including training materials, guidelines, feedback form, etc.	10	3 weeks	Contractor
	Delivery of ToT workshop to train, guide and support IAI national coordinators and focal points in project proposal development	10	1 week	Contractor
	Delivery of targeted online mentoring sessions to guide IAI national coordinators and focal points in their finalisation of project proposals and roll-out of similar training (within one month after completion of ToT) in their respective agencies.	25	4 weeks	Contractor
Approval of the ToT Workshop and Targeted Online Mentoring Program by ASEAN (10 working days)				
8. Regional Workshop 4, Updated Implementation Approach for the IAI Work Plan	Preparation and organisation of the Regional Workshop 4 for the IAI national coordinators and focal points to share their experience, feedback and lessons learned from the proposal development process starting from their TOT, providing validation for implementation mechanisms	10	1 week	Contractor
	Preparation and finalisation of Regional Workshop Summary Report documenting lessons learned from the ToT and proposal development process, along with agreed next steps for engaging with dialogue and development partners and other AMS for potential support.	5	1 week	Contractor

Deliverable	Activity/ Task	Indicative Person Working Day	Indicative Completion Date	Responsible Entity
	Revision of the implementation approach – particularly project development stage – as necessary	2	1 week	Contractor
Approval of the Regional Workshop 4, Updated Implementation Approach for the IAI Work Plan by ASEAN (17 working days)				
9. Project Completion Report	Preparation and finalisation of project completion report.	5	1 week	Contractor
Approval of the Project Completion Report by ASEAN (5 working days)				

* The number of person work days is intended to indicate the amount of relative effort required to deliver the corresponding outputs/deliverables. The calculation assumes of five (5) person days per week. The actual time will be agreed upon in negotiation with the successful bidder.

Project Management

The project will be funded through the Aus4ASEAN Futures – Economic and Connectivity (ECON) program and managed by the Initiative for ASEAN Integration and Narrowing the Development Gap (IAI & NDG) Division of the ASEAN Secretariat. The contractor should be responsible for achieving the outputs and deliverables, including preparing and organising the scheduled activities, in close consultation and collaboration with the host country(s) and the ASEAN Secretariat.

All reporting will be prepared and submitted based on Australia for ASEAN Futures (Aus4ASEAN Futures) Guidelines for Contractors as mentioned in **Section III (Output)** above.

V. Scope of Services

The consultancy will be undertaken over a **continuous effective period of 24 calendar months** with approximately **530 person working days** of various professional services. Work will need to commence immediately after contract signing.

VI. Qualifications

In its proposal, the bidder should demonstrate:

- **Strategic Planning & Development:** Extensive experience in strategic planning and drafting strategic plans for large-scale development programs preferably, for a regional (inter-governmental) organisations;
- **Stakeholder Engagement & Facilitation:** Proven ability to facilitating high-level strategic planning discussions and workshops involving diverse stakeholders with varying levels of involvement and political interests;
- **Monitoring and Evaluation (M&E):** Expertise in developing M&E frameworks and systems, including identifying indicators and means of verification (MOV);
- **Project Development and Impact Assessment:** Strong knowledge of project development, planning, implementation, and impact assessment;
- **Capacity Building & Training:** Experience in designing and delivering capacity-building and training programs, particularly for ASEAN and CLMV countries.
- **Government & Development Partner Coordination:** Strong engagement and coordination skills with government agencies, sectoral bodies, and development partners;
- **ASEAN & CLMV Regional Expertise:** Deep understanding of ASEAN and CLMV-specific issues, particularly in food and agriculture, trade facilitation, MSMEs, education, health and well-being;
- **Digital Transformation and Innovation:** Experience in developing and implementing digital transformation strategies within the ASEAN context, as well as knowledge of emerging digital technologies and their application in trade, education, and health;
- **Social Inclusion & Climate Resilience:** Expertise in gender equality, disability and social inclusion mainstreaming, as well as familiarity with ASEAN's environmental policies and initiatives, and experience in integrating climate resilience into development programs;

- **Regional Networks & Industry Connections:** Established networks or industry connections in CLMV countries would be an advantage;
- **ASEAN Program Experience:** Prior experience working with ASEC and Aus4ASEAN Futures Initiative or similar programs will be considered added value; and
- **Communication Skills:** Excellent written and communication skills in English.

VII. 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 statement 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 suggestion 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: company profile; business name registration issued by an appropriate government agency; authority of signatory; valid business permit and other appropriate licenses; taxpayer identification number; and 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) including the password for accessing the Financial Proposal. Please note that this is a mandatory requirement for consideration in this tender,
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). Please ensure that the Financial Proposal is password-protected and include the password in your submission.

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.

VIII. 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 and aus4aseanfutures@asean.org, no later than **7 March 2025 at 23:59 Jakarta time (GMT +7)**. Large documents (>5MB) can be submitted in parts through several emails. **Late and/or incomplete submissions will be disqualified.**

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

- › Technical Proposal_"ASEAN Road Map for IAI WP V"_Name of Vendor
- › Financial Proposal_"ASEAN Road Map for IAI WP V"_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 **25 February 2025 at 23:59 Jakarta time (GMT+7)**. Please use the subject line: **"Query: ASEAN Road Map for IAI WP V"**

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

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 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 (password-protected)

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"> o 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) – if applicable 	
	> 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 and password for the Financial Proposal	
	> Form H. Financial Proposal:	
	<ul style="list-style-type: none"> o Bid Amount o 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 JVCAOR 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: _____	Name of partner: _____
Signature _____	Signature _____
Date: _____	Date: _____
Name of partner: _____	Name of partner: _____
Signature _____	Signature _____
Date: _____	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.

Yes	No	
<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 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.

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. Hbbbb, 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)