TERMS OF REFERENCE

Strengthening ASEAN Power Grid (APG) Secretariat Capacity and Cross-Border Electricity Trading Capabilities

The ASEAN Secretariat and the Australian Government, through the Australia for ASEAN Futures Initiative (Aus4ASEAN Futures), 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

a. Project Context

The ASEAN-Australia Energy Cooperation Programme (AAECP) is a partnership between the Government of Australia, through the Australia for ASEAN Futures Initiative (Aus4ASEAN Futures), and ASEAN Secretariat implemented by ASEAN Centre for Energy (ACE). AAECP aims to support ASEAN Member States in delivering priorities and achieving targets of the ASEAN Plan of Action for Energy Cooperation (APAEC) 2026-2030. The Programme identifies APAEC 2026-2030 Programme Area 1: ASEAN Power Grid (APG) as one of its priorities and seek to contribute to the regional governance arrangements and operational practices under the APG framework to support function and cross-border multilateral electricity trading more effectively. This is pursued through two complementary projects: Project 1.1. Strengthening ACE as APG Secretariat; and Project 1.2. Advancing Cross-Border Electricity Trading Capabilities.

Project 1.1. Strengthening ACE as APG Secretariat

The ASEAN Power Grid (APG) is the region's flagship platform for cross-border electricity connectivity. The endorsement of the APG Enhanced MoU by the 43rd ASEAN Ministers on Energy Meeting (AMEM) has expanded the scope and ambition of regional power grid cooperation, including the operationalisation of multilateral power trade (MPT). Through the APG Enhanced MOU, the ASEAN Member States has assigned the ASEAN Ministers on Energy Meeting (AMEM) through the Senior Officials Meeting on Energy (SOME) as the lead ASEAN sectoral body to set the regional policy on the development of the APG, including the APG infrastructure, institutional arrangements, and power market integration.

The ASEAN Member States further tasked the APG Consultative Committee (APGCC) to provide policy coordination and advice to AMEM and SOME. The APG Enhanced

MOU also established the three APG Related Bodies consisting of the APGCC, Heads of ASEAN Power Utilities/Authorities (HAPUA), and ASEAN Energy Regulators Network (AERN). The APGCC act as the ASEAN energy body to coordinate with task forces on the technical, regulatory, and policy aspects of implementing the APG. The ASEAN Member States shall further pursue the necessary frameworks for the advancement of the APG infrastructure and ASEAN multilateral power trade in accordance with the Terms of Reference (TOR) of APG Related Bodies annexed to the APG Enhanced MOU.

The TOR of APG Related Bodies further designated the role of the APG Secretariat to the ASEAN Centre for Energy (ACE) to assist in the facilitation of activities, documentation, and other related activities, including organising the necessary review and coordination, to ensure the successful completion of the APG Enhanced MOU and the corresponding action plans, including, but not limited to, the ASEAN Plan of Action for Energy Cooperation (APAEC).

To accelerate the realisation of APG, the Ministerial Interface Meeting on Financial Mechanisms for the APG was convened with the ASEAN Energy, Economic, and Finance Ministers and Central Bank Governors and noted the potential role of the ASEAN Power Grid Financing Initiative (APGF) as a financing coordination initiative in realising the APG by 2045. The 43rd AMEM further announced the establishment of APGF and recognised it as a tool to unlock capital, de-risk investments, and strengthen the financial viability of the APG. The APGF was established with the support of the Asian Development Bank (ADB) and the World Bank (WB), together with the ACE and the ASEAN Secretariat to form the four members of the APGF Working Group (APGF-WG). The APGF-WG works to coordinate, streamline, and mobilise technical and financial support for APG-related projects by establishing clear request processes, tracking project progress and activities, ensuring aligned delivery of support for the APG through the Partnership for ASEAN Connectivity on Energy (PACE), promoting investor engagement, and providing regular updates to the relevant ASEAN energy bodies. ACE is tasked as the APGF Secretariat as part of its broader mandate as the APG Secretariat.

As APG cooperation moves from grid interconnection towards multilateral power trade, ACE is expected to play a more active role in convening technical discussions, tracking commitments, and resolving coordination bottlenecks among AMS, especially the APG Task Force’s workplans, and the APG-related project sponsors and potential financiers. There is a need to systematically assess whether ACE's current capacity, mandate, and working arrangements allow it to perform this role effectively, and to identify the specific institutional, technical, and resourcing gaps that constrain it from fully overcoming APG implementation challenges.

Moreover, APG Secretariat activities rely substantially on project-based and development partner funding from within ACE at this moment, which creates uncertainty around continuity once individual programs conclude. As the Enhanced APG MoU is expected to widen ACE's coordination and support responsibilities across the new task forces, a dedicated assessment is needed to identify sustainable

financing and governance options, including the extent to which AMS contributions, cost-recovery mechanisms, or other predictable funding arrangements that could support the Secretariat function beyond the current program cycle. Therefore, ACE's ability to sustain and scale up its APG Secretariat functions will depend on a solid institutional capacity and a viable long-term business model covering its institutional mandate activities, governance arrangements, financing mechanisms, and workplan implementation.

Project 1.2. Advancing Cross-Border Electricity Trading Capabilities

The ASEAN–Australia Energy Cooperation Program supports ASEAN Member States (AMS) in strengthening energy connectivity and cooperation under the ASEAN Plan of Action for Energy Cooperation (APAEC) 2026–2030, including APAEC Program Area 1 on the ASEAN Power Grid (APG). Within this Program, Project 1.2: Advancing Cross-Border Electricity Trading Capabilities is designed to help ASEAN power system operators and rule- and market-making bodies build the technical and operational capabilities required to progress from today's bilateral electricity trade towards multilateral power trade (MPT) under the APG Framework.

The project builds directly on the Study on the Roadmap for Multilateral Power Trade in ASEAN and the AIMS III Phase 3 work on the Minimum Requirements for MPT, which set out the future functions of System Planning, System Operations and Market Operations. AMS institutions will need to be ready to perform as the Enhanced APG MoU and its institutional arrangements are finalised. It is also informed by ongoing HAPUA Strategic Dialogues on evolving HAPUA's own role and structure, including discussion of dedicated arrangements for system operator and market operator functions within HAPUA and AERN.

b. Relationship to Other Activities

The Projects directly support the operationalisation of the APG Enhanced MoU, endorsed by the 43rd ASEAN Ministers on Energy Meeting (AMEM). The MoU sets out the regional institutional arrangements for the APG, including the APG Related Bodies (APGCC, HAPUA and AERN). Under the Terms of Reference of the APG Related Bodies annexed to the MoU, ACE is designated as the APG Secretariat.

The Projects also contribute to APAEC 2026–2030 Programme Area 1: ASEAN Power Grid. They also support the ASEAN Connectivity Strategic Plan 2026–2035 and the ASEAN Economic Community Strategic Plan 2026–2030 by enhancing energy connectivity and market integration, including multilateral electricity trade under the APG framework.

c. Stakeholders and Beneficiaries

The primary beneficiaries are ACE, in its role as APG and APGF Secretariat, and the ASEAN Member States (AMS), through their power system operators, utilities and regulatory bodies.

Key stakeholders include:

- **AMEM and SOME**. The lead ASEAN sectoral bodies setting regional policy on APG development. SOME approves inception reports and final outputs and provides strategic guidance.
- **APG Consultative Committee (APGCC).** Provides policy coordination and advice to AMEM and SOME and coordinates the APG Task Forces.
- **Heads of ASEAN Power Utilities/Authorities (HAPUA).** Represents national power utilities, transmission system operators and system planners.
- **ASEAN Energy Regulators Network (AERN).** Represents national energy regulators and rule- and market-making bodies.
- **AMS power system operators and market-making bodies.** National transmission system operators, system planners, market operators and regulators, which are the direct participants in the capability assessments, action plans and capacity building.
- **APGF Working Group** (ADB, the World Bank, ASEC and ACE), together with APG project sponsors, financiers and other development partners.
- **ASEAN Secretariat (ASEC)**

The Implementing Agency should promote the inclusive participation of women and under-represented groups in consultations, engagements and capacity building activities, in line with the Program's GEDSI Action Plan. This includes but not limited to, (i) collecting and reporting sex-disaggregated participation data; (ii) incorporating relevant gender and inclusion considerations into the capability assessments; (iii) working with ACE and relevant stakeholders to promote women's participation in training activities, against targets agreed during the inception phase; and (iv) reporting on GEDSI-related progress, challenges, and mitigation measures in quarterly progress reports.

II. Needs and Objectives

The project aims to achieve the following objectives:

Project 1.1.

- Assess the effectiveness of ACE's current capacity, mandate, and working arrangements in performing its APG Secretariat functions and responsibilities, as well as coordinating AMS, power sector stakeholders, development partners, and financing stakeholders.
- Strengthen ACE’s approach to stakeholder engagement and policy coordination through a structured engagement strategy and regional policy dialogues that support the implementation of APG priorities.

- Identify the institutional, technical, and resourcing gaps that limit ACE's ability to overcome APG implementation challenges, with prioritised recommendations for institutional strengthening.
- Examine the sustainability of the APG Secretariat's business model, including its governance structure, financing mechanisms, and performance benchmarks
- Develop options and recommendations for a long-term, sustainable business model for ACE as APG Secretariat, aligned with the operationalisation of the APG Enhanced MoU

Project 1.2.

- Establish an evidence-based baseline of the technical, operational, regulatory and institutional readiness of ASEAN Power System Operator and Market Making Bodies, benchmarked against the future System Planning, System Operations, and Market Operations functions set out in the AIMS III MPT studies.
- Build on the gaps identified to develop one regional action plan — sequenced and budgeted which tailored to each AMS's specific starting point and priorities.
- Supports the institutional pathway that is being constructed under the Enhanced APG MoU and the evolving roles of HAPUA, AERN and APGCC.
- Deliver targeted capacity building against Action Plan priorities, so that AMS and regional bodies have a demonstrated track record of readiness to draw on as the future regional functions are formalised.

III. Outputs and Deliverables

The selected implementing agency will be required to deliver the following outputs and deliverables under this assignment:

Project 1.1. Strengthening ACE as APG Secretariat

Output 1. Capacity Assessment of ACE as APG Secretariat

Deliverable 1.1.1 Inception Report on Capacity Assessment of ACE as APG Secretariat
Covers objectives, scope, assessment methodology and criteria, proposed information sources, work plan, timeline, stakeholder consultation plan, implementation arrangements, and risk management.

Deliverable 1.1.2 First Draft of Capacity Assessment Report of ACE as APG Secretariat
Prepare initial assessment of ACE's mandate, institutional capacity, capabilities and gaps against the APG Enhanced MoU and AIMS III Phase 3 recommendations. This includes assessment of ACE's institutional capacity, staffing, and working arrangements relative to its coordination responsibilities across AMS and power sector stakeholders and identifying preliminary institutional and operational gaps to inform subsequent stakeholder consultations.

Deliverable 1.1.3 Stakeholder Consultation Findings Report
Provide analysis from series of stakeholder consultation with APGCC, HAPUA, and AERN members to gather perspectives on the effectiveness and relevance of ACE's Secretariat role, including its coordination responsibilities and working arrangements. Prepare a Stakeholder Consultation Findings Report summarising key findings, stakeholder expectations, coordination challenges, and recommendations for institutional improvement, to inform the Final Draft Capacity Assessment Report.

ACE is planning to conduct up to 20 consultations across 2 years, with up to 2 full day meeting per consultation. This series of stakeholder consultation will also be utilised to consult on the capabilities assessment of Power System Operators and Market-Making Bodies (in reference to Output 1 from Project 1.2.).

Deliverable 1.1.4 Final Draft of Capacity Assessment Report of ACE as APG Secretariat

Consolidate the findings of the initial capacity assessment and stakeholder consultations to assess coordination bottlenecks, institutional capacity gaps, and working arrangements that constrain ACE's ability to support the resolution of APG implementation challenges. Provides prioritised and actionable recommendations for institutional strengthening, including improvements to coordination mechanisms, institutional capabilities, and operational arrangements.

Deliverable 1.1.5 ACE APG Secretariat Stakeholder Engagement Strategy

Develop a stakeholder engagement strategy for ACE as APG Secretariat, building on the findings and recommendations of the Capacity Assessment Report. The strategy should identify priority stakeholders, including national utilities, system operators and regulators, setting out bilateral and multilateral engagements, their sequencing, and the expected outcomes of each engagement round.

Deliverable 1.1.6 Annual APG Policy Dialogue Outcomes Report (2x)

Design annual high-level policy dialogues and develop the outcome report, convening senior power sector stakeholders to discuss APG governance, cross-border trading, and emerging priorities. Each report covers participants, key discussion points, conclusions, and recommended next steps. ACE will be leading the facilitation and delivery of 2 dialogues across 2 years, where each dialogue can last up to a full week (5 working days) event.

Output 2. ACE APG Secretariat Long-Term Business Plan

Deliverable 1.1.7 First Draft of Business Plan Scoping and Options Paper for ACE as APG Secretariat

Assess ACE's current APG Secretariat funding and cost structure, benchmark its institutional and financing arrangements against comparable regional secretariats, and identify preliminary options for sustainable mandate, governance and financing arrangements.

Deliverable 1.1.8 Final Draft of Business Plan Scoping and Options Paper for ACE as APG Secretariat

Refine and assess the proposed options for ACE's APG Secretariat mandate, governance and financing arrangements, building on the findings of the first draft and feedback from relevant stakeholders. Present a comparative assessment of the options, including their feasibility, sustainability and institutional implications, with a recommended option to inform the Long-Term Business Plan.

Deliverable 1.1.9 ACE APG Secretariat Long-Term Business Plan

Develop a long-term business plan for ACE as APG Secretariat, building on the recommended option from the Business Plan Scoping and Options Paper. The plan should cover ACE's institutional mandate, governance structure, financing mechanisms, indicative costs and funding requirements, sustainability pathway, and performance benchmarks. It should also include a phased implementation roadmap outlining key actions, indicative timelines, and institutional responsibilities.

Project 1.2. Advancing Cross-Border Electricity Trading Capabilities

Output 1. ASEAN Power System Operator and Market-Making Body Capability Assessments

Deliverable 1.2.1 Inception Report on Capability Assessments of ASEAN System Operators and Market-Making Bodies

Covers objectives, scope, methodology, assessment framework and data collection instruments, work plan, timeline, stakeholder consultation plan, implementation arrangements, and risk management.

Deliverable 1.2.2 First Draft of ASEAN Power System Operators and Market-Making Bodies Capability Assessment Report

Provide analysis of stakeholder consultations (will be conducted together with Project 1.1. Output 1 Deliverable 1.1.3) on system operators/planners and market-making bodies from national TSOs to capture each AMS willingness and initiation on expanded cross-border roles (assessment activity can be in tandem with Project 1.1 Output 1.1.3). This includes developing a common assessment methodology and instruments (survey, interview guide, self-assessment tool) that covers motivation, technical capacity, regulatory mandate, data infrastructure and organisational readiness. Builds on the Study on the Roadmap for Multilateral Power Trade in ASEAN and AIMS III Phase 3.

Deliverable 1.2.3 Final Draft of ASEAN Power System Operators and Market-Making Bodies Capability Assessment Report

Conduct an up to 2 days regional synthesis and gap-identification workshop with AMS focal points to separate shared regional priorities from country specific gaps and build a common understanding of the region's collective readiness. Incorporate the workshop findings and stakeholder feedback into the Final Draft Capability Assessment Report, including consolidated regional findings and AMS-specific capability gaps and priorities.

Output 2. Regional Capability Development Action Plan

Deliverable 1.2.4 Regional Capability Development Action Plan for ASEAN Power System Operators and Market-Making Bodies

Assess System Operations, System Planning, and Market Operations functions and business processes, drawing on relevant international case studies to identify applicable institutional and capability development practices. Building on the findings of the Capability Assessment Report, develop a Regional Capability Development Action Plan that translates identified gaps into prioritised, sequenced, and indicative-costed actions, including regional priorities and AMS-specific capability development pathways. The Action Plan should identify proposed timelines, responsible institutions, and the capabilities required to support future System Operations, System Planning, and Market Operations functions.

Deliverable 1.2.5 Regional Workshop for ASEAN Power System Operators and Market-Making Bodies

Design, conduct and facilitate an up to 2 days regional workshop with AMS-specific annexes addressing the regional capability development action plan from APG governance bodies. The workshop is not only to validate results and findings from the capabilities assessment, but also to enhance the action plan in Deliverable 1.2.4, before organising the series of training in Output 3.

Output 3. Capability Development Program and Progress Reports

Deliverable 1.2.6a Virtual Training for ASEAN Power System Operators and Market-Making Bodies

Design a comprehensive module based on the priority capability gaps identified in the Regional Capability Development Action Plan, covering relevant technical and institutional topics. Using the developed module, conduct a series of trainings to increase institutional or technical capacity towards APG regional bodies building from identified critical action plans (e.g. Available Transmission Capacity method, data exchange, and market design and settlement). This

includes: 4 to 6 virtual short regional trainings for system operators and market operators, document participation, participant assessment, follow-up actions, and progress against the Action Plan.

Deliverable 1.2.6b Capability Development Training for ASEAN Power System Operators and Market-Making Bodies

Develop and conduct an up to 5 days regional capability development training, building on the virtual training under 1.2.6a, to assess participants' capacity to apply the knowledge and skills acquired. The training should include practical exercises and facilitate the identification on knowledge-application commitments and follow up actions aimed at translating training into improvements in day-to-day institutional practices. Document training outcomes, participant assessments, and agreed follow-up actions.

Deliverable 1.2.7 Capability Development Progress Report for ASEAN Power System Operators and Market-Making Bodies

Consolidate and report on capability development progress across AMS against the Regional Capability Development Action Plan, drawing on participant assessments, training outcomes, knowledge-application commitments, and follow-up actions. Identify achievements, remaining capability gaps, and activities requiring adjustments, and provide recommendations to relevant APG governance bodies on further capacity development priorities to support future regional functions.

In addition, the Implementing Agency will be required to regularly share progress updates on a bi-weekly meeting and prepare **Project Progress Reports** on a quarterly basis, as well as ad-hoc updates as requested from time to time. The reports should provide a summation of activities undertaken, a result matrix and key progress pointers, issues that have arisen, corrective measures, planned actions, and consultations with stakeholders.

IV. Deliverables and Activities

The following deliverables 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.

Output/ Deliverable	Activity/Task	Person Working Days	Timeline																												Responsible Entity
			M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	
Project 1.1: Strengthening ACE as APG Secretariat																															
Inception Report	1.1.1 Inception Report on Capacity Assessment	10																													Consultant, in coordination with ACE
Capacity Assessment and Stakeholder Engagement Strategy	1.1.2 First Draft of Capacity Assessment Report	30																													
	1.1.3 Stakeholder Consultation Findings Report	25																													
	1.1.4 Final Draft Capacity Assessment Report	20																													
	1.1.5 Stakeholder Engagement Strategy	30																													
ACE APG Secretariat Long-Term Business Plan	1.1.7 First Draft of Business Plan Scoping and Options	30																													
	1.1.8 Final Draft of Business Plan Scoping and Options	30																													
	1.1.9 ACE APG Secretariat Long-Term Business Plan	20																													
Annual APG Policy Dialogue Outcomes Report	1.1.6 Policy Dialogue Outcomes Report (2x)	5																													
		5																													
Project 1.2: Advancing Cross-Border Electricity Trading Capabilities																															
Inception Report	1.2.1 Inception Report on Capability Assessments	10																													Consultant, in

ASEAN Power System Operators and Market-Making Bodies Capability Assessment	1.2.2 First Draft of ASEAN Power System Operators and Market-Making Bodies Capability Assessment Report	40																													coordination with ACE
	1.2.3 Final Draft of ASEAN Power System Operators and Market-Making Bodies Capability Assessment Report	40																													
Regional Capability Development Action Plan	1.2.4 Regional Capability Development Action Plan for ASEAN Power System Operators and Market-Making Bodies	35																													
	1.2.5 Regional Workshop for ASEAN Power System Operators and Market Making Bodies	5																													
Capability Development Program and Progress Reports	1.2.6a Virtual Training for ASEAN Power System Operators and Market-Making Bodies	30																													
	1.2.6b Capability Development Training for ASEAN Power System Operators and Market-Making Bodies	10																													
	1.2.7 Capability Development Progress Report for ASEAN Power System Operators and Market Making Bodies	10																													

The implementation schedule shall take into account the sequencing and dependencies between deliverables, including stakeholder consultations, validation activities, and review and approval processes involving ACE, the ASEAN Secretariat, and

relevant ASEAN bodies. The Implementing Agency shall propose a detailed work plan during the inception phase, clearly identifying key milestones, consultation periods, review and approval timelines, and dependencies between activities under Projects 1.1 and 1.2.

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

V. Project Management

The project will be implemented by a reputable international consultancy firm, organisation, or joint venture/consortium/association (JCVA), hereafter referred to as the Implementing Agency (IA). The IA will be selected through a competitive bidding process and contracted to deliver the full scope of project outputs, activities, and associated technical, logistical, and administrative requirements.

The IA will be responsible for the effective delivery of all agreed outputs and deliverables, including the planning, preparation, coordination, and implementation of project activities, in close consultation with ACE, relevant ASEC Division and Aus4ASEAN Futures.

Aus4ASEAN Futures will work closely with the ASEC Division and ACE to administer the project and ensure its funds are used economically, ethically, efficiently, and effectively. As such, Aus4ASEAN Futures will manage the disbursement of the project funds and undertake additional quality assurance by providing input to project documents and deliverables as appropriate. All reporting will be prepared and submitted based on Aus4ASEAN Futures Guidelines for Implementing Agency.

The IA will also be responsible for all technical arrangements relating to regional workshops and consultations under the Project. This includes preparation of meeting materials, provision of on-site and virtual technical support, participant communications, documentation, and reporting. All arrangements shall be undertaken in close coordination with ACE, the ASEC Division, and Aus4ASEAN Futures. The IA shall ensure that all activities and events are delivered in a professional, timely, inclusive, and well-coordinated manner, and are aligned with relevant ASEAN branding, communication, and protocol requirements. Event logistics, including venue arrangements, participant travel and accommodation, and associated logistical costs, will be managed separately.

VI. Scope of Services

The consultancy will be undertaken over a period of 28 calendar months, with an indicative level of effort of approximately 205 person-working days for Project 1.1 and 180 person-working days for Project 1.2. Bidders shall propose an appropriate allocation of personnel and level of effort across the deliverables, consistent with the scope of services and implementation timeline. Work shall commence following contract signing, in accordance with the agreed mobilisation and implementation schedule.

VII. Qualifications

In its proposal, the bidder is expected to explicitly demonstrate following:

Key Experts for Project 1.1 (Strengthening ACE as APG Secretariat)

a. Team Leader/Institutional Governance Specialist
   - Master's degree or higher in public policy, public administration, economics, international relations, energy policy or a related field.
   - At least 15 years in institutional development, governance reform or organisational strategy for public or intergovernmental bodies. Preferably experienced in institutional or capacity assessments of

regional secretariats, intergovernmental organisations or sector coordination bodies, with at least two assignments that produced adopted governance or business model recommendations.
    - Demonstrated working knowledge of regional energy cooperation or comparable regional power cooperation arrangements.
    - Experience with ASEAN sectoral bodies or ASEAN Secretariat processes; experience with comparable regional energy coordination secretariats or power pool secretariats.
    - Track record of facilitating senior-level consultations and presenting options to ministerial or senior officials' forums.

b. Policy and Regional Cooperation Specialist
    - Master's degree in energy policy, electrical engineering, energy economics or a related field.
    - At least 10 years in energy policy, power sector planning or regional energy cooperation.
    - At least 5 years working on APG-related initiatives or cross-border power interconnection and trade, with working knowledge of the ASEAN publication related to Enhanced APG MoU and APG governance bodies.
    - Ability to map institutional mandates against implementation requirements.
    - Familiarity with subregional initiatives, including LTMS, BIMP, or other equivalent groups.

c. Institutional Finance and Sustainable Business Planning Specialist
    - Bachelor's degree in finance, economics, accounting or business; Master's or professional qualification (e.g. CFA, CPA, ACCA) preferred.
    - At least 10 years in public financial management, organisational finance, or business planning.
    - At least 5 years designing revenue models or business plans for non-profit, public, international, or intergovernmental organisations, including cost structure analysis, member contribution formulas, and cost-recovery mechanisms.
    - Experience with development partner funding transitions or financing arrangements of ASEAN or other regional bodies.

Key Experts for Project 1.2 (Advancing Cross-Border Electricity Trading Capabilities)

a. Team Leader/ Cross-Border Power System and Market Specialist
    - Master's degree or higher in electrical or power systems engineering, energy economics or a related field.
    - At least 15 years in the power sector, with 5 years exposure in a senior role within, or as adviser to, a transmission system operator, system operator, market operator or energy regulator.
    - At least 8 years on cross-border electricity trade, regional power pools or market integration, including at least two assignments covering institutional design or capability development for regional system or market functions.
    - Working knowledge of the ASEAN Interconnection Masterplan Study outputs.
    - Familiarity in leading multi-country capability or readiness assessments and translating them into sequenced roadmaps; facilitation of senior technical forums.

- Direct experience with an established regional market or power pool, such as NEM, Nord Pool, SAPP, SIEPAC or ENTSO-E arrangements; with familiarity with LTMS and BIMP initiatives.

b. System Operations and Planning Specialist
   - Master's degree in electrical or power systems engineering.
   - At least 10 years in power system operation, transmission planning or grid integration.
   - At least 5 years working in or with a TSO or system operator on interconnected operations, including ATC methodology, operational coordination across control areas, grid codes and operational data exchange.
   - Experience with coordinated regional transmission planning or regional security coordination.

c. Electricity Market and Regulatory Specialist
   - Master's degree in economics, energy economics, law, engineering or a related field.
   - At least 10 years in electricity market design, market operations or energy regulation.
   - At least 5 years on wholesale or cross-border electricity markets, covering market rules, trading arrangements, settlement, transmission pricing or regulatory frameworks for cross-border trade.
   - Possess knowledge in regulatory mandates and institutional readiness of market operators and regulators, and to define staged development paths from bilateral to multilateral trade.

d. Capacity Building and Stakeholder Engagement Specialist (expected to also support Project 1.1)
   - Bachelor's degree in energy, engineering, education, organisational development, public policy or a related field; Master's preferred.
   - At least 8 years in capacity development, technical training or stakeholder engagement, of which at least 5 years in the energy or utility sector.
   - At least 5 years designing and delivering capacity-building programs for utilities, system operators, regulators or regional energy bodies, including training needs assessment, competency-based module design, and post-training evaluation.
   - Demonstrated experience planning and facilitating multi-country consultations and regional workshops with senior technical officials, including AMS focal points or comparable multilateral audiences.
   - Ability to translate action plan priorities into training curricula, coordinate subject-matter trainers, and track knowledge-application commitments and capability results against defined indicators.
   - Experience with APG governance bodies, APG policy dialogues or ACE capacity-building programs; experience delivering blended virtual and face-to-face technical training; working proficiency in one or more AMS languages.

Bidders shall propose a team structure that ensures effective coordination and consistency across Projects 1.1 and 1.2. The proposal should clearly identify the respective responsibilities of the two Team Leaders, arrangements for overall project coordination, and the allocation of expert inputs across deliverables. Where experts are proposed to support both projects, including the Capacity Building and Stakeholder Engagement Specialist, their roles and level of effort under each project should be clearly specified.

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 three parts: **Due Diligence**, **Technical** and **Financial components**; and **submitted in three separate emails**.

I. The **Due Diligence component** should present the following information:

- 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
  - Organisation chart of the company and list of current staff
  - Scanned Copy of Company Legal Documents, including:
    - Business Name Registration (Trade Register) - issued by an appropriate government agency;
    - Valid business permit and other appropriate licenses;
    - Taxpayer identification number;
    - Latest audited financial statements; and
  - Authority of signatory

- 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).

- The preferred bidder may be subject to due diligence checks, including:
  - Verification of legal status
  - Financial capacity assessment
  - Reference checks

Failure to satisfactorily complete due diligence may result in disqualification.

II. 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 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.

- 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.

III. The **Financial Proposal** should specifically include:

1. Cover Letter for Financial Proposal (see **Form G** annexed to this document). Each Financial Proposal must include a Cover Letter for Financial Proposal (see Form G annexed to this document), containing the password for accessing the Financial Proposal file.
   Note: inclusion of the password is a mandatory requirement for consideration in this tender.

2. **Financial Proposal – Technical Component (Professional Fees)**

   Tenderers must use the Financial Proposal Format provided in **Form H** annexed to this document and ensure that it is password-protected.

   This proposal should present:

- **Professional fees** of expert(s) and support staff for all technical tasks and deliverables.
- **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 (exclusive of event logistics).
- **Applicable taxes**, including value-added tax (VAT), goods and services tax (GST), Pajak Pertambahan Nilai (PPN), and income tax. The total quoted amount must be **inclusive of all applicable taxes**. Additional amounts not specified will not be included in the contract.
- **Currency:** All prices shall be quoted in **US dollars (USD).**

Validity and Language:

- 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 three 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 **25 November 2026 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 proposals:

- Due Diligence_*"APG"*_Name of Vendor
- Technical Proposal_*"APG"*_Name of Vendor
- Financial Proposal_*"APG"*_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 ***16 November at 23:59 Jakarta time (GMT+7)***. Please use the subject line: **"Query – *APG*"**

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.

X. Evaluation Criteria

Responses will be evaluated based on the bidder's demonstrated technical capability, relevant experience, methodological soundness, and overall value for money in delivering the assignment.

Technical responses will be evaluated against the following parameters:

Parameter 1: Organisational Experience and Capability
This parameter assesses the bidder's institutional capability and relevant experience in delivering assignments of similar scope and complexity. Assessment will consider sectoral and thematic expertise, ASEAN and regional experience, experience managing multi-country assignments, strategic planning and evaluation capability, policy advisory communication and visibility experience, and organisational management capacity.

Parameter 2: Approach and Methodology
This parameter assesses the bidder's understanding of the TOR and the quality, feasibility, and practicality of the proposed methodology and implementation approach. Assessment will consider the proposed analytical framework, stakeholder engagement and consultation approach, integration of GEDSI considerations where relevant, implementation planning, risk management, quality assurance arrangements, and overall proposal quality.

Parameter 3: Personnel and Team Composition
This parameter assesses the suitability, technical expertise, and regional experience of the proposed team. Assessment will consider the appropriateness of the team

structure, qualifications and experience of key personnel, ASEAN and regional experience, and the proposed level of effort and personnel availability.

Financial Assessment – Value for Money
Financial proposals will be assessed on the basis of value for money, taking into account the overall cost reasonableness, level of effort, resource allocation, and alignment between the financial proposal and the proposed technical approach.

XI. Additional Notes on Terms and Conditions of the Project

1. Any future studies/reports/analysis in any form of intellectual property rights (including but not limited to patents, copyright, and any related rights) submitted by the Contractor to ASEAN arising out of or in connection to the services performed by the 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.

6. **Payment Terms:** Payments will be made based on agreed deliverables and milestones, as specified in the contract. No advance payments will be made unless otherwise agreed.

7. **Confidentiality:** All information provided in this RFP is confidential and must not be disclosed to third parties without prior written consent. Bidders must not use any information obtained through this process for purposes unrelated to this assignment.

8. **Disclaimer:** This RFP does not constitute a commitment to award a contract. The ASEAN Secretariat and Aus4ASEAN Futures reserves the right to:
    - Accept or reject any proposal
    - Annul the procurement process at any time
    - Request additional information from bidders
    - No costs incurred in the preparation of proposals will be reimbursed.

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 and Compliance Checklist
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 – Technical Component (Professional Fees) (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 all emails of proposals.

No	Description	Checklist For IA	Checklist For A4AF
1	Proposals are submitted in three separate emails (softcopy)	☐	☐
2	Title of the tender shall be put in each email as follows: > Due Diligence_Title of Tender_Name of Vendor > Technical Proposal_Title of Tender_Name of Vendor > Financial Proposal_Title of Tender_Name of Vendor	☐	☐
3	**Due Diligence**		
	Form A. Cover Letter for Technical Proposal	☐	☐
	Form B. Tenderer Information form and other supporting documents, including:	☐	☐
	• Company Profile	☐	☐
	• Organisation chart of the company and list of current staff	☐	☐
	• Scanned Copy of Company Legal Documents:		
	○ Business Name Registration (Trade Register)	☐	☐
	○ Valid Business Permit	☐	☐
	○ Tax Identification Number	☐	☐
	○ Latest audited financial statements (for the company)	☐	☐
	• Authority of signatory	☐	☐
	Form C. Joint Venture/ Consortium/ Association Information (if applicable) **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)*	☐	☐
	Form D. Tenderer's Declaration and Compliance Checklist	☐	☐
4	**Technical Proposal:**		
	> **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)	☐	☐
5	**Financial Proposal:**		
	> **Form G.** Cover Letter for Financial Proposal and password for the Financial Proposal	☐	☐
	> **Form H.** Financial Proposal – Technical Component (Professional Fees):		
	○ 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	*(For example, sole trader / public limited company/ private company)*
Tenderer's partner or affiliates	*(For example, organisation have or is it expected to have any partners / affiliates / associates / other professional bodies)*
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:**

Additionally, please attach the following documents:

- Company Profile
- Organisation chart of the company and list of current staff (including the list of management names and position)
- Scanned Copy of Company Legal Documents, including:
  - Business Name Registration: Articles of Incorporation or Registration of the designated firm and information on its

capital structure (Trade Register) - issued by an appropriate government agency
- Valid business permit and other appropriate licenses;
- Taxpayer identification number;
- Latest audited financial statements

- Authority of signatory

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.

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.

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: _____ Signature_____ Date: _____	Name of partner: _____ Signature_____ Date: _____
Name of partner: _____ Signature_____ Date: _____	Name of partner: _____ Signature_____ Date: _____

Form D: Tenderer's Declaration

The Tenderer, including its affiliates, subsidiaries, employees, JV/Consortium/Association (JVCA) members, subcontractors, and suppliers involved in this proposal, hereby declares and confirms the following:

Yes	No	
☐	☐	The Tenderer has read and understood the RFP requirements and confirms that it has the necessary capacity, capability, licences, personnel, and resources to deliver the assignment.
☐	☐	The organisation is financially sound, audited on a regular basis, and has not filed for bankruptcy, entered receivership proceedings, or failed to meet significant debt obligations that may materially affect its operations.
☐	☐	The organisation has been audited by an internationally recognised or accredited audit firm.
☐	☐	Neither the organisation, its affiliated entities, nor its principals have been convicted of fraud, corruption, bribery, misrepresentation, or professional misconduct, and are not subject to any criminal, administrative, regulatory, or legal proceedings that may materially affect the organisation's ability to undertake the assignment.
☐	☐	The Tenderer confirms that it has not engaged in any improper, illegal, collusive, fraudulent, corrupt, or anti-competitive practices in relation to this procurement process.
☐	☐	The Tenderer confirms that no actual, potential, or perceived conflict of interest exists in relation to this proposal or the proposed contract, and agrees to disclose any such conflict should it arise.
☐	☐	The Tenderer confirms that neither the organisation nor any associated party is subject to sanctions, suspension, debarment, or blacklisting by the Australian Government, ASEAN entities, multilateral development banks, UN agencies, or other relevant authorities.
☐	☐	**Child Protection and the Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH):** The Tenderer confirms compliance with applicable DFAT policies, including Child Protection and Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH), and agrees to adhere to these requirements throughout the assignment.
☐	☐	**Proposal Validity Period:** The Tenderer confirms that the proposal, including pricing, remains valid for the period specified in the RFP.
☐	☐	The Tenderer acknowledges that the Procuring Organisation is not bound to accept any proposal received.

Yes	**No**	
☐	☐	The undersigned confirms that he/she is duly authorised to make this declaration on behalf of the Tenderer.

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, strength of event management support, networks, and financial capability to pay in advance, 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 provide details of three (3) clients or customers for whom the Tenderer has delivered similar services, including current and relevant contact information for each referee.

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. Hbbbbb, 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: *List all deliverables/tasks in which the Expert will be involved*	**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 Signature
Date

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

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 – Technical Component (Professional Fees)

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	E.g. Approved Inception Report				
2	Deliverable 2					
3	Deliverable 3					
4	…					
	GRAND TOTAL					

Tenderers may include the Payment Schedule in the Financial Proposal.

II. Additional Notes (if any)