AUS4ASEAN Futures - Technical Services and Support Program

Terms of Reference for

Identification and Development of Flagship Projects for the ASEAN Connectivity Strategic Plan

1 Summary

Title	Identification and Development of Flagship Projects for the ASEAN Connectivity Strategic Plan
Start Date:	January 2027
Completion Date:	September 2027
Contractor Type:	Consultancy Firm
Procurement Process:	Request for Expressions of Interest
Location:	The consultant will work from their home base country in ASEAN, with necessary travel to other ASEAN countries
Submission Instruction	Interested Organizations should submit their Expression of Interest by 15 November 2026 by emailing: aus4aseanpanel@tetratech.com
Scope of Work Summary: *Aus4ASEAN Futures is seeking Expressions of Interest from ASEAN-based Consultancy Firm to deliver consultancy works to support ASEAN in identifying, assessing, and developing one high-impact flagship project for ACSP Strategic Areas of Sustainable infrastructure, Digital Innovation, and Seamless Logistics and Supply Chain*	

2 Introduction

The adoption of the ASEAN Connectivity Strategic Plan 2026-2035 (ACSP) by ASEAN Leaders at the 46th ASEAN Summit in May 2025, Kuala Lumpur, Malaysia, marked a significant milestone for the region to consolidate what ASEAN has achieved in enhancing ASEAN Connectivity and strengthen the approach to deliver ASEAN Connectivity over the next two decades, which envisages a seamlessly integrated Community with enhanced linkages within and between ASEAN Member States.

The ACSP focuses on six Strategic Areas to achieve its goals and objectives: (1) Sustainable Infrastructure, (2) Smart and Sustainable Urban Development, (3) Digital Innovation, (4) Seamless Logistics and Supply Chain, (5) Regulatory Excellence and Cooperation, and (6) People-to-People Connectivity. It also supports the mainstreaming and implementation of the ASEAN Outlook on the Indo-Pacific (AOIP). To effectively implement the ACSP, it is critical to identify and develop high-impact, visible flagship projects that demonstrate tangible progress, ensure sustainability, and mobilise stakeholder support.

In identifying flagship projects, due consideration should be given to the different starting

points, capacities, and connectivity constraints of ASEAN Member States, including landlocked, least-developed, and lower-capacity Member States, in line with the Initiative for ASEAN Integration (IAI) and Narrowing the Development Gap (NDG) agenda. This will help ensure that flagship projects are not only high-impact and visible, but also responsive to the needs of Member States most in need of connectivity support.

This proposed Project on the Identification and Development of Flagship Projects for the ACSP (the "Project") aims to identify and develop one priority flagship project each for three ACSP Strategic Areas: **Sustainable infrastructure, Digital Innovation, and Seamless Logistics** and **Supply Chain**, with Regulatory Excellence and Cooperation elements underpinning them. The identified flagship projects will be developed into a detailed project proposal for Aus4ASEAN Futures' implementation funding consideration.

The priority flagship projects will be identified through a structured process of technical desktop review, stakeholder consultation, prioritisation assessment of potential flagship projects. The three (3) project proposals should be accompanied by clearly defined technical requirements, outcomes supported by theories of change, implementation work plans, and indicative budget estimates. These initial flagship projects will serve as catalytic demonstrations of ACSP and ASEAN Connectivity agenda, providing a scalable and replicable models to inform and inspire future initiatives, as appropriate.

3 Background and Rationale

The success of the ACSP hinges on its ability to move from strategic planning to concrete implementation of the ACSP Work Plan. While the Work Plan outlines Strategic Measures and Activities, a focused set of high-priority, having high-visibility multi-year flagship projects is essential to:

- Demonstrate tangible value and contributions towards ACSP Strategic Goals, Objectives, and Strategic Measures.
- Deliver concrete benefits of connectivity to ASEAN stakeholders, including governments, businesses and peoples.
- Contribute to narrowing development gaps within ASEAN by prioritising flagship ideas that address structural connectivity constraints faced by Member States most in need, including landlocked and least-developed Member States.
- Create cooperation opportunities for Dialogue Partners and other external partners, including the private sector, and mobilise resources essential to implementing the ACSP.
- Enhance ASEAN Centrality and implement the ASEAN Outlook on the Indo-Pacific through a coordinated set of regional projects that strengthen ASEAN's role as the driver of its own connectivity and integration agenda.
- Build on the success achieved and lessons learned from Master Plan on ASEAN Connectivity (MPAC) 2025 implementation.
- Strengthen implementation complementarities across the ACSP Strategic Areas.
- Build momentum through visible and tangible progress on specific initiatives or projects for the broader connectivity agenda.

4 Goal and Objectives

Goal: To advance the ASEAN Community Vision 2045 by accelerating ACSP implementation through high-impact flagship projects that generate tangible

improvements in physical, institutional, and people-to-people linkages across the region, while supporting inclusive regional integration and narrowing connectivity gaps among ASEAN Member States.

Objectives: To support ASEAN in identifying, assessing, and developing one high-impact flagship project for ACSP Strategic Areas of Sustainable infrastructure, Digital Innovation, and Seamless Logistics and Supply Chain.

5 Outputs

The primary outputs of this Project are **three detailed project proposals – one for Sustainable Infrastructure, Digital Innovation,** and **Seamless Logistics and Supply Chain strategic areas.**

Deliverable 1: Flagship Project Identification (Months 1-2)

- Stakeholder mapping, consultation, and capturing perspectives involving relevant ASEAN Bodies and Mechanisms and other ACSP stakeholders (e.g., all DPs, SDPs, Development Partners and OEPs). The consultation process should also allow ASEAN Member States to submit written inputs, including national priorities, project ideas, data limitations, and capacity constraints, particularly where virtual or English-language consultations may limit full participation by relevant line agencies or sub-national stakeholders**.** Stakeholder consultations will be designed to capture perspectives from a representative range of actors across the three Strategic Areas, including those whose voices are less frequently reflected in regional policy processes. Consultation findings will be disaggregated where data permits – by gender, geography, and organisational type – to ensure the long-list of flagship ideas is informed by a breadth of stakeholder insights.
- **Inception report**, including a preliminary long-list of ideas for prioritisation, potential clustering of activities/supporting initiatives for each strategic area, and steps, including agreed timelines, for further flagship project development (e.g., selection criteria for prioritisation, outcomes and outputs for flagship projects, validation of the draft flagship project ideas prior to finalisation).

Deliverable 2: Prioritisation of Flagship Projects (Months 3-4)

- Idea Prioritisation Virtual Workshop to facilitate discussion on a long list of potential flagship project ideas for each of the Strategic Areas.
- Assess and prioritise one flagship project for each of the Strategic Areas.
- **Report on the prioritisation of flagship projects**, including outcomes of the Idea Prioritisation Virtual Workshop, and stakeholder insights that could inform the effectiveness of the identified flagship projects and their future sustainability.
- The flagship prioritisation criteria will include an assessment of how candidate projects address the connectivity needs and opportunities of diverse population groups. The Idea Prioritisation Virtual Workshop will include a brief facilitated discussion on inclusive design considerations for each strategic area, drawing on the stakeholder insights gathered in Deliverable 1.
- Submission of the Prioritisation Report to the ACCC for its views and endorsement. The selection of flagship projects to be taken forward is subject to the ACCC's decision, prior to the development of the project proposals under Deliverables 3.
- To guide the consultant's work and ensure transparency in the prioritisation process, the following indicative criteria will inform the initial identification and assessment of flagship project candidates in Deliverable 2. These criteria are subject to further review and formal agreement in discussion with ACD and Aus4ASEAN Futures at the inception stage, and the consultant is expected to refine them in consultation with the ACD and relevant ASEAN Bodies prior to

the Idea Prioritisation Virtual Workshop:

i. ***Strategic alignment*** – directly contributes to ACSP Strategic Goals, Objectives, and Strategic Measures within the relevant strategic area, and is anchored in ASEAN Community Vision 2045 priorities.
ii. ***Regional significance and scale*** – addresses a shared challenge or opportunity affecting multiple ASEAN Member States, with identifiable and extensible cross-border, or multi-country , or region-wide benefits.
iii. ***Transformational and long-term impact*** – has the potential to generate substantial, sustained, and measurable improvements in ASEAN connectivity. Priority should be given to projects capable of producing enduring benefits beyond the project implementation period and of catalysing wider changes across ASEAN.
iv. ***Contribution to IAI and NDG*** – demonstrates how the proposed flagship project would support narrowing development gaps, including by addressing connectivity constraints faced by Member States most in need, such as landlocked, least-developed, or lower-capacity Member States.
v. ***Implementation feasibility*** – technically viable within a 3–5 year implementation horizon, with requirements that are realistic given available ASEAN institutional capacity and external partner interest, while recognising that lower-capacity Member States may require phased implementation, technical assistance, and capacity-building support to participate effectively.
vi. ***ASEAN institutional anchorage*** – has a clear ASEAN Body champion and is either already reflected in or consistent with relevant sectoral work plans.
vii. ***Resource mobilisation potential*** – likely to attract co-financing or in-kind contribution from Dialogue Partners, multilateral development banks, or the private sector; does not depend solely on Aus4ASEAN Futures funding to be viable, while ensuring that external partner interest complements, and does not override, ASEAN-agreed priorities and the development needs of ASEAN Member States.
viii. ***GEDSI and sustainability*** – incorporates meaningful attention to gender equality, disability, and social inclusion dimensions, and has a credible sustainability pathway beyond the project lifecycle
ix. ***Complementarity with national priorities and initiatives*** – complements and reinforces relevant national development priorities and initiatives of participating ASEAN Member States, while delivering clear ASEAN-level added value.

Deliverable 3: Development of Proposals for Three Flagship Projects (Months 5-9)

- Develop **detailed designs of agreed flagship projects**, including through Virtual Focused Group Discussion. Project proposals should follow the table of contents specified in Annex A for each of the three flagship projects for **Sustainable Infrastructure**, **Digital Innovation**, and **Seamless Logistics and Supply Chain** in line with the ASEAN Secretariat table of contents specified in Annex A, to include:
    - Problem statement and theory of change, including key assumptions
    - Technical analysis to assess whether the proposed project is technically viable, appropriate to the ACSP context, has incorporated lessons learned from past implementation, aligned and directly contributes to the ACSP, is feasible within the proposed timeframe, and is likely to be sustained, including an assessment of implementation requirements for lower-capacity Member States and, where relevant, fiscal, sustainability, and long-term maintenance implications for infrastructure-related proposals.
    - Stakeholder analysis & implementation arrangements, including clear

governance structure and coordination mechanisms and identification of national focal points or relevant line agencies in participating ASEAN Member States to support coherent input, validation, and eventual absorption of project outputs.
    - Analysis and plan to mainstream cross-cutting issues (e.g., gender equality, disability, and social inclusion, environmental and climate issues)
    - Communication objectives, approach and a short plan/overview including budget if appropriate, including survey of key stakeholder perceptions regarding the project topic/theme
    - Monitoring and evaluation framework, including baseline and target key performance indicators (output and outcome levels), aligned with the KPIs of the ACSP
    - Indicative work plan
    - Budget estimates
    - Produce a concise, public-facing summary fact sheet (either combined, or individual per flagship project)

- The project proposals can include elements of strategic area (5) Regulatory Excellence and Cooperation, where regulatory outputs are needed to enable the priority outcomes within Sustainable Infrastructure, Digital Innovation, and Seamless Logistics and Supply Chain areas.
- The cross-cutting analysis in each flagship project proposal will draw on the stakeholder evidence gathered in Deliverables 1 and 2, ensuring recommendations on inclusive design reflect actual consultation insights.
- Verification and endorsement of the three detailed project proposals by the ACCC and respective ASEAN Bodies/Mechanisms.

6 Project Management and Implementation

A. Management Arrangement

The proposed project will be overseen by the ASEAN Connectivity Coordinating Committee (ACCC), technically supported by the ASEAN Secretariat – Connectivity Division under the guidance of the Director of Connectivity Division. ASEAN Connectivity Division (ACD) will coordinate the virtual workshops, which include organising schedules, coordinating with relevant desk officers, and relevant ASEAN Bodies as well as other stakeholders.

- **Overall oversight:** ACCC, in consultation with relevant ASEAN Bodies and Mechanisms.
- **Coordination:** The ASEAN Secretariat (with ACD as key focal point) will support the ACCC in coordinating and implementing this project.
- **Implementing Party:** Consultants with thematic expertise in the ACSP and its Strategic Areas.

B. Implementation Arrangement

This Project will be implemented and funded through the Aus4ASEAN Futures Technical Services and Support Program.

Monthly meeting between the ACD, consultant team, and Aus4ASEAN Futures Program Planning and Monitoring Support Unit and Technical Services and Support Program, as needed, will be held to discuss progress and monitor implementation of the Project.

7 Monitoring, Evaluation and Learning (MEL)

MEL for this Project comprises tracking the quality and timeliness of key deliverables. This

includes the following key performance indicators:

- Number of stakeholder consultations conducted and persons consulted, disaggregated by sex, country, and type of organisation.
- Number of written submissions or national inputs received from ASEAN Member States, including inputs that identify national connectivity priorities, capacity constraints, data limitations, and proposed flagship ideas.
- Each of the flagship project proposals reviewed and cleared by Aus4ASEAN Futures against the Annex B template prior to submission to the ACCC, with written confirmation of clearance on record.
- Written endorsement of all flagship project proposals received from ACCC and relevant ASEAN Bodies/Mechanisms by the agreed Project close date.
- Structured feedback collected from ACCC representatives and relevant ASEAN Body co-chairs following the Idea Prioritisation Virtual Workshop and each Focused Group Discussion, with a written record of how findings incorporated into the subsequent deliverable.
- Documentation of how IAI/NDG considerations and the needs of Member States most in need were considered in the prioritisation and design of the six flagship project proposals and concept notes.

The main outcome of this Project is the actual uptake and funding of each of the flagship project proposals developed. This outcome, to be monitored and reported by ASEC, is likely to occur post-project.

8 Strategic Communications

Strategic Communications for this Project comprises – as appropriate – ensuring appropriate visibility for and highlighting ongoing efforts to identify and develop high-impact, visible flagship Connectivity projects that demonstrate tangible progress, ensure sustainability, and mobilise stakeholder support. This is expected to include:

- **Strategic milestone visibility:** Leveraging the Idea Prioritisation Virtual Workshop (Deliverable 2) and Virtual Focused Group Discussions (Deliverable 3) as key visibility moments. This will involve capturing high-quality summary and photos from key stakeholders to share via ASEAN and DFAT/Aus4ASEAN social media channels, demonstrating momentum. Subject to the ACCC's decision, this may include additional social media content and/or a web article/media release highlighting the final flagship projects.
- Final project briefs: Producing a concise, public-facing summary fact sheet (either combined, or individual per flagship project) upon the completion of Deliverable 3. This asset will summarise the proposed projects to help socialise with appropriate partners to aid in future awareness and/or resource mobilisation.
- **Mainstreaming communications into project design**: Ensuring the final design for the three flagship project proposals includes a dedicated, fully-costed strategic communications plan. This ensures that future public and/or stakeholder engagement, outreach, and visibility are embedded into the flagship projects from inception, supporting efforts to showcase the concrete benefits of connectivity.

9 Deliverables and Activities

The proposed work is estimated to entail up to 150 person working days from January to August 2027, with deliverables and indicative dates as follows:

No	Deliverable	Activities	Indicative Person working days	Indicative Completion Date	Schedule of Milestone Payment
1	**Flagship Project Identification**	Kick-off meeting and expectation setting with Connectivity Division, TSSP, and PPMSU	0.5	M1	Milestone 1: Upon ASEC Connectivity Division written acceptance of ACCC's endorsement of the Inception Report along with the supporting documents/materials.
		Desk review and analysis of ACSP, relevant precedents and projects across the three Strategic Areas, and lessons from MPAC 2025 Mid-Term Review and End Term Review.	9.5	M1–M2	
		Stakeholder mapping, consultations, and capturing perspectives from relevant ASEAN Bodies and Mechanisms, Dialogue Partners, and OEPs active across the three Strategic Areas.	10	M1–M2	
		Drafting and finalising of **Inception Report**, including a preliminary long list of project ideas for prioritisation, indicative prioritisation criteria, potential clustering of activities/supporting initiatives for the three Strategic Areas, and next steps and timelines for deliverables 2 and 3	5	M2	

No	Deliverable	Activities	Indicative Person working days	Indicative Completion Date	Schedule of Milestone Payment
	Consideration and Endorsement by ACCC of the Inception Report				
2	**Prioritisation of Flagship Projects**	Preparation for Idea Prioritisation Virtual Workshop, including development of facilitation materials and pre-workshop stakeholder interviews for each of the Strategic Areas; facilitation of the Workshop	5	M3	Milestone 2: Upon ACCC's endorsement of the prioritised flagship projects is obtained, with ASEAN Connectivity Division conveying its acceptance accordingly, before proposal development begins.
		Technical assessment and prioritisation of one flagship project per Strategic Area, applying agreed criteria	10	M3–M4	
		Drafting and finalisation of **Prioritisation Report**, including workshop outcomes, prioritisation rationale per Strategic Area, stakeholder insights, and inclusive design considerations, drawing on consultation evidence from Deliverable 1	10	M4	
	Consideration and endorsement by ACCC of the Prioritisation Report				
3	**Development of Proposals for Three Flagship Projects**	Development of detailed design of three flagship project proposals (conduct in parallel, one per strategic area of Sustainable	35	M5–M6	Milestone 3: Upon ASEC Connectivity Division written acceptance of ACCC's endorsement to the three

No	Deliverable	Activities	Indicative Person working days	Indicative Completion Date	Schedule of Milestone Payment
		Infrastructure, Digital Innovation, and Seamless Logistics and Supply Chain), following Annex B template – covering problem statement and Theory of Change, technical analysis, stakeholder analysis, inclusive design plan drawing on Deliverable 1 and 2 evidence, communications plan, MEL framework, work plan, and budget estimate			detailed proposals for the flagship projects, along with other supporting documents
		Preparation and facilitation of three separate back-to-back virtual Focused Group Discussions (one per strategic area), including development of facilitation materials	4	M6	
		Development of FGD **summary report** capturing participants feedback, key design refinements, and outstanding issues per strategic area	1	M6	
		Revision of three draft flagship project proposals based on first-round review by ASEC, and Aus4ASEAN Futures.	5	M7	

No	Deliverable	Activities	Indicative Person working days	Indicative Completion Date	Schedule of Milestone Payment
		Finalisation of **three flagship project proposals** based on second-round review	5	M8 – M9	
	Consideration and Endorsement by ACCC of three (3) flagship project proposals along with other supporting documents				

10 Qualifications and Experience Requirements

The Consultant team/Implementing Agency shall meet the following criteria:

1. Program Design Competencies

The Project Lead must demonstrate proven experience leading the design and development of complex multi-country or regional programs. All team members should demonstrate competencies across the following:

- Developing theories of change, logframes, and results frameworks to a standard required by inter-governmental regional organisations
- Structuring and writing full project proposals, including problem statements, technical analyses, implementation arrangements, and budget estimates
- Developing monitoring, evaluation, and learning frameworks for regional programs, including indicator development, baseline and target setting, and alignment with existing results frameworks
- Work planning and activity costing across multi-deliverable assignments
- Risk assessment and mitigation planning – to understand and have a good grasp of the region's domestic systems and infrastructure
- Integrating inclusive design considerations – including gender, geography, and the needs of diverse population groups – into regional project design and consultation processes
- Institutional and policy analysis

2. Thematic Expertise

Each thematic expert must demonstrate:

- Deep technical expertise in their respective strategic area – (i) sustainable infrastructure, (ii) digital innovation, and (iii) seamless logistics and supply chain
- Experience designing and developing complex regional projects, including in Southeast Asia, including technical analysis, feasibility assessment, and implementation planning

3. Team Leader Experience

- Minimum 10 years of professional experience leading regional integration or development programming assignments
- Demonstrated experience managing multi-expert teams delivering parallel workstreams under milestone-based contracts
- Proven experience leading complex proposal development processes from inception through stakeholder validation to final submission

4. ASEAN Institutional Familiarity

- Demonstrated familiarity with the ASEAN Connectivity Strategic Plan (ACSP), MPAC 2025, and the ASEAN connectivity institutional architecture including the ACCC and relevant sectoral bodies — required for the Project Lead; an advantage for thematic experts

- Experience working in programs implemented by the ASEAN Secretariat or a comparable inter-governmental regional organisation — strongly preferred for the Project Lead

5. Communication and Political Acuity

- Proven ability to facilitate politically sensitive multi-stakeholder processes in a regional inter-governmental context, including prioritisation workshops and focused group discussions with government ministries, ASEAN bodies, and Dialogue Partners
- Demonstrated ability to navigate complex, politically sensitive regional environments with sound judgment and cultural awareness
- Excellent written and oral command of English — required of all team members
- Advanced university degree in a field relevant to this Project — required of all team members.

11 Selection Process

TSSP will use a three-step process to select the consultancy firm.

Step 1: Interested firms are invited to submit their EOI using the provided template to demonstrate their qualifications and capabilities.

Step 2: Shortlisted firms are selected based on the completeness of their EOI following the provided template.

Step 3: Suitable firm will be selected through a selection process by three (3) independent Tender Evaluation Panel (TEP).

12 EOI Submission Requirements

The EOI must contain the information as specified in the *Partner Organisation Proposal Template:*

- Understanding of the assignment;
- Work plan;
- Composition of the involved experts, along with their CV;
- Company's qualifications; and
- Cost Proposal.

13 Additional Requirements

As the project proposal author, the selected consultancy firm will NOT be eligible to bid for the flagship projects when they go to tender.

Annex A: Project Proposal Template

Project Title

Project Summary

Summarise the problem, the proposed project, its purpose, and the general strategy or analytical methods to be used, including activities to be carried out. (To be filled out at the end of the proposal development)

Project Value and Duration

Indicate the total cost of the project (in USD) and the project's expected duration (from the day of contract commencement).

USD ###,### for a duration of _____ (#) months

1. Background

a. Project Context

Describe the problem, how it affects multiple ASEAN Member States, and why regional action is required. In describing the problem, also consider how people from different genders, socio-economic classes, age groups, disability status, education levels, ethnicities, and so forth may be affected differently by the problem.

b. Relationship to Other Activities

Describe how this project relates, aligns, contributes, and/or builds upon any other previous or ongoing projects or activities. Is this project included in an ASEC division or sectoral body's work plan? How does it relate to higher-level documents, such as the ASEAN Community Vision 2045 and its Strategic Plans?

2. Stakeholders and Beneficiaries

Who are the project's stakeholders, and how will they influence or be affected by the project? How will the project engage non-government stakeholders, when applicable, in achieving intended outcomes (e.g., private sector, academic/research institutions, civil society organisations, media, etc.)? Who will be using the outputs of this project, and how will these be used? Who will likely benefit from the project, directly or indirectly, and how will they benefit? In describing who will likely benefit from the project, also consider how people from different genders, socio-economic classes, age groups, disability status, education levels, ethnicities, and so forth may benefit differently from your project (refer to your problem analysis in the Project Context section).

3. Goal, Objective, Output, and Deliverable

a. Goal

What is the long-term impact of the project to which your project is expected to contribute?

b. Project Objective

What short- to medium-term (intermediate) changes do you expect to see in the target groups or beneficiaries as a result of your project outputs and activities? Please clearly indicate which short-term changes you expect to see during the duration of your project and which intermediate ones you wish to occur after your project ends. The short-term changes should logically lead to the intermediate changes.

c. Outputs and Deliverables

What tangible products, services, networks or improvements in knowledge, skills, or attitudes of target groups will the project deliver from its activities? Describe how the proposed outputs and associated deliverables should logically lead to the short-term and intermediate changes expected to be achieved by the project.

4. Indicative Work Plan

*Using **Attachment 1**, identify and graphically illustrate the activities or work to be performed in the logical order necessary for delivering the project outputs. It should include information on the activities or tasks and their timelines. For each activity, indicate the responsible parties and the time allocated to it. Also, provide the information needed to clearly show the overall project flow and how each major task relates to the others.*

No	Deliverables	Target Completion Date
1		
2		
3		
4		

5. Management and Implementation Arrangement

a. Management Arrangements

Briefly describe the project's management structure, including responsibilities, coordination mechanisms, and the project-management reporting line.

b. Human Resource Inputs

Specify the type and number of personnel involved in the project. Include the terms of reference for each position in the annexes.

6. Monitoring, Evaluation, and Learning

*Refer to **Attachment 2** and identify an overall monitoring, evaluation, and learning (MEL) framework for the project. This should locate specific output and outcome indicators, the estimated baseline and targets for each indicator, and how and when they will be collected, and link them to the project objectives and long-term goal. "Baseline" refers to the state of the output or outcome before implementation. "Target" is the state of the output or outcome at the end of the project. Having baseline and target information allows the implementing agency to track progress during implementation. At the end of the project, a comparison between baseline and target data provides information on the extent to which the project's plans and original intent were achieved.*

7. Communications

If applicable, insert here a concise communications plan to advocate for the project to key stakeholders described in Section 2. The communication plan should include a) clear objectives; b) target audiences; c) primary and secondary messages; and d) communication channels. As part of communications, advocacy can help build partnerships and influence the project's outcomes. Please describe here how the project will be promoted to benefit stakeholders, along with the channels to be used, whether through more traditional media (e.g., engaging news agencies, using press releases, press statements, etc.) and/or digital channels (e.g., social media, websites, podcasts, etc.). Any other planned stakeholder engagement that includes special events and/or activities may also be described here.

8. Budget and Funding Arrangements

*Using **Attachment 3**, provide an estimated budget in US dollars, with a breakdown of key items (e.g., consultancy fees, travel expenses, and other relevant costs). This proposed budget must be linked to the work plan.*

9. Supporting information

a. Sustainability

Discuss measures and mechanisms that can help ensure that project benefits can be sustained following the completion of the project. These should include measures built into the project, as well as possible activities to be undertaken

after the project's completion. Please discuss existing or future complementary actions and commitments at the regional or ASEAN Member State level that will ensure the project's success and sustainability.

b. Potential Risks and Mitigation Strategy

Identify possible risks/problems that might adversely affect the project's success and present potential strategies to address these if they materialise. The focus should be on the immediate environment (e.g. ASEC and AMS) and on risks that have a chance of materialising and that could be realistically addressed within the context of the project.

c. Potential Gender, Environmental, and Social Impacts

Refer to the gender categorisation tool by UNIDO (summarised below) and identify the appropriate gender category of your project. Also, state if the proposed project has allocated dedicated resources to ensure equality and inclusion.

In addition, describe how planned activities will ensure participation of all affected sectors/communities without excluding key social groups. Finally, provide information on how environmental issues are taken into account in the project's planning and how they will be mainstreamed into the activities.

d. IAI and NDG Impacts

Identify specific areas and aspects of the project that can contribute towards the attainment of the objectives of the Initiative for ASEAN Integration (IAI) and Narrowing the Development GAP (NDG). Indicate how the project would support regional cooperation and help the Member States most in need.

e. Possible Follow-On Projects

It is expected that projects will not be one-off activities but will be designed to lead to follow-up activities that contribute to achieving the project's goals. Discuss possible follow-up projects that might result from this effort and how they will contribute to the achievement of these goals.

Attachment 1: Work Plan

Output/ Deliverable	Activity/Task	Person Working Day	Duration in Calendar Weeks	Timeline in Months												Responsible Entity
				M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	

Attachment 2: MEL Framework

DESCRIPTION	**INDICATORS** ***(What will be monitored)***	**BASELINE** ***(What is the status of the indicator before the project?)***	**TARGET** ***(What is the status of the indicator at the end of the project?)***	**MEANS OF VERIFICATION** ***(How will it be monitored?)***	**FREQUENCY/ DATES** ***(When or how often will it be monitored?)***	**PERSON RESPONSIBLE** ***(Who will be monitoring?)***
Goal: *(Insert here the overarching goal that the project will contribute to. This is at the impact level, which is beyond the project duration and scope.)*						
Project Objectives:						
Intermediate Outcomes: *(Insert here the relevant project objective statements – i.e., exact description of the intermediate changes that the proponent expects to see owing to the project. Intermediate changes could be seen at the end of the project and/or about 6 months after the project*						

ends. Outcomes represent behavioural changes at the individual and organisational levels, including changes in processes and approaches, owing to the project.)						
Short-term Outcomes: *(Insert here the relevant project objective statements – i.e., exact description of the short-term changes that the proponent expects to see owing to the project. Short-term changes can be observed during the project and help achieve intermediate goals. Outcomes represent behavioural changes at the individual and*						

organisational levels, including changes in processes and approaches, owing to the project.)						
Outputs:						
(List down the key project deliverables as per the work plan and also outputs from activities such as people trained, increase in knowledge of trainees, etc. Place "NA" if baseline and target fields are not applicable or "TBC" if the baseline will be gathered during inception.)						

Attachment 3: Detailed Budget*

Description	No. of Experts/Firm/ Participants/Unit	Days/ Month	Unit Cost (USD)	Sub-Total Cost	Total Cost (USD)
A. CONSULTANCY					
Consultancy Cost *(milestone-based)*					**###.##**
1. Professional Fee					**##.##**
Expert 1					
Expert 2					
2. Travel Cost					**##.##**
Travel 1					
Travel 2					
SUBTOTAL 1					**###.##**
B. WORKSHOPS					
Workshop 1					**##.##**
1. Travel Support*					
Travel Support for # pax consists of [specify the targeted participants]					
2. Workshop cost					
Meeting package (1 lunch + 2 snacks)					
Meeting equipment (including video conference facility), stationery & documents production					
Event organiser (if applicable)					
Workshop 2					**##.##**
1. Travel Support*					
Travel Support for # pax consists of [specify the targeted participants]					
2. Workshop cost					
Meeting package (1 lunch + 2 snacks)					
Meeting equipment (including video conference facility), stationery & documents production					

Description	No. of Experts/Firm/ Participants/Unit	Days/ Month	Unit Cost (USD)	Sub-Total Cost	Total Cost (USD)
Event organiser (if applicable)					
SUBTOTAL 2					**###.##**
Printing of Publication					**##.##**
Printing of papers/policy briefs/information bulletins/etc					
SUBTOTAL 3					**###.##**
TOTAL (SUBTOTAL 1+2+3)					**####.##**
Contingency (10%)					##.##
GRAND TOTAL					**####.##**
ROUND UP					**####.##**

Notes:
* Travel support package for sponsored participants encompasses two-way, economy-class flex airfare, travel insurance, accommodation, meals, and airport transfers (in event city).
** Most direct economy-class, round-trip, in the ASEAN region, including travel tax and airport fees.

Proforma (for guide only)

Item	Estimated unit cost (USD)
Hotel accommodation	USD 160/night
Meeting package (1 lunch + two coffee refreshments)	USD 60/day
Hybrid participation arrangements	USD 5,000/day
Flight arrangements, including travel insurance	USD 1200/pax
Additional meals (e.g., lunch/dinner)	USD 50 per meal
Airport transfers	USD 100 (two ways)