TETRA TECH
International Development

Term of Reference

International Development Program Review Team Leader



Position Title	International Development Program Review Team Leader
Project	Mid-Term Review (MTR) of the Mekong-Australia Partnership (MAP) Phase 2
Supervisor	1. Technical report to Director, Mekong Strategy Section, Viet Nam & Mekong Strategy Branch, Southeast Asia Regional & Mainland Division, DFAT. 2. Contractual report to Michael Mutua, Deputy Executive Director, Mekong Australia Support Unit (MAP SU), Tetra-Tech, Inc
Duration of Assignment	Late December 2026 to 31 May 2027
Location	Mekong subregion (Cambodia, Laos, Thailand and Vietnam), with consultations in Canberra and virtual consultations as required

Tetra Tech International Development

Tetra Tech has a 40-year history in successfully delivering international development projects on behalf of donors right around the world. Our people work side by side with local partners to support stability, economic growth and good governance, positively changing people's lives.

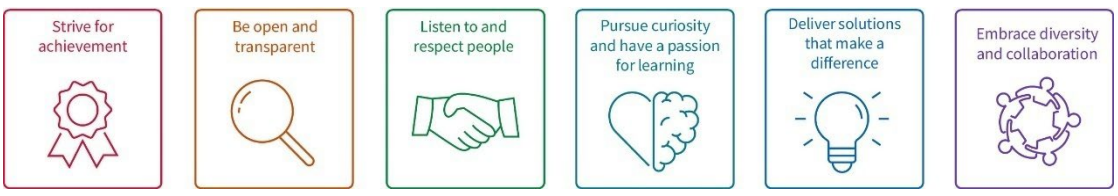
Tetra Tech International Development is part of global consulting firm Tetra Tech. The International Development team implements and manages projects designed to strengthen social and economic infrastructure and improve the lives of people in the Asia Pacific region.

Every Tetra Tech relationship is built on trust. Trust that is hard-earned through our proven expertise, our depth of global experience and our commitment to stay one step ahead. We create value throughout the project lifecycle and deliver vital international and local development projects for our clients. Our united group of specialists take enormous pride in collaborating with our project partners. By digging deeper. Thinking smarter. And seeing further. All so we can deliver the smartest solutions, every time.

We welcome applicants of all genders, disabilities, ages, ethnicities, and language groups.

Our Values

We are a values-based organisation, and our values reflect who we are and what we stand for, and strengthen our engagement with colleagues, partners and clients through our shared values and behaviours.



Overview of the Mekong-Australia Partnership (MAP)

Launched in 2020, the Mekong-Australia Partnership (MAP), (Phase 1, $242 million for 2020-2024) sought to elevate Australia's engagement with the Mekong subregion. In 2024, the Minister for Foreign Affairs announced a $222.5 million second phase of MAP (2024-29).

The objective of MAP Phase 2 is to support a more resilient and inclusive Mekong subregion that pursues joint solutions to shared and transboundary challenges. MAP Phase 2 is intended to reinforce that Australia is a trusted and reliable partner supporting a resilient, inclusive and sustainable Mekong subregion. Through MAP, Australia works with regional organisations (such as the Mekong River Commission), national governments and civil society organisations. Implementation is undertaken by a range of delivery partners, including the MAP-Support Unit (MAP SU) implemented by Tetra Tech, Inc.

In announcing MAP Phase 2, there was an intention to increase efficiencies, effectiveness and coherence of MAP investments including through a revised governance model, longer-term larger scale investments and prioritisation of thematic areas in line with the priorities of Mekong partner governments including; climate resilience; water security; economic resilience; transnational crime; gender equality, disability equity and social inclusion (GEDSI); and leadership and skills as a cross-cutting theme.

MAP Phase 2 is approaching the halfway point of implementation, and an independent Midterm Review (MTR) is scheduled for the first half of 2027.

MAP-SU is seeking to engage a **Team Leader** to lead the MTR team, supported by **two technical specialists**, to conduct the MTR of MAP Phase 2 between December 2026 and May 2027.

Purpose and Objectives of the MTR

The MTR will provide DFAT (Office of Southeast Asia) an independent review of the relevance, effectiveness, efficiency and coherence of all portfolios/thematic areas of MAP Phase 2 as listed above, and recommendations for improvement.

The primary users of the review will be:

- DFAT decision makers in Office of Southeast Asia including First Assistant Secretary Southeast Asia Regional Division, Assistant Secretary Vietnam and Mekong Branch and Heads of Mission at Mekong subregion posts
- DFAT officers responsible for design and implementation of current and future MAP investments.

Primary objectives of the MTR are to:

- Assess the extent to which MAP Phase 2 remains strategically coherent, including with respect to Partner Government priorities, DFAT funded bilateral programs and the evolving regional context.
- Assess progress against MAP Phase 2 objectives and End of Portfolio Outcomes (EOPOs).
- Assess the extent to which resource allocations, delivery modalities and governance arrangements remain appropriate (including allocation of resources EOPOs and investments, role of implementing partner/s and allocation of roles and responsibilities across Canberra, Mekong Hub in Bangkok and Mekong Posts and the MAP Support Unit).
- Assess extent to which MAP Phase 2 is delivering GEDSI results in line with DFAT's policies and guidelines.

The Secondary objective of the MTR is to advise the users on future strategy/approach. This includes:

- Providing advice on opportunities to strengthen programming and/or delivery arrangements to maximise strategic impact and value for money over the remainder of the implementation period.
- Identifying areas of immediate improvement and providing advice on remedial actions to strengthen performance.
- Providing an initial assessment of preliminary options for future support, should MAP proceed to a third phase.

Methodological Considerations

The Team Leader will lead the development of an MTR Plan that describes the methodology to answer the key evaluation questions (KEQs). This methodology will include the following activities:

1. Desk Preparation / Review
   - Virtual briefing session with DFAT's Vietnam and Mekong Strategy Branch (VMB), Mekong Hub (Bangkok Post) and other relevant desks
   - Document review
   - Prepare the MTR Plan, including analytical framework, KEQ review and refinement and consultation processes.

2. Data collection and analysis
   - The MTR team will conduct in-country consultations with DFAT posts and MAP stakeholders in Cambodia (Phnom Penh), Laos (Vientiane), Thailand (Bangkok) and Vietnam (Hanoi and Ho Chi Minh City) over a period of one-week. Virtual consultations will be undertaken where suitable with Yangon post.
   - Preparation and presentation of aide memoire

As part of the data collection and analysis phase, it is expected the following sources of information be consulted:

Purpose and Objectives of the MTR

- Relevant Literature: background documents including progress reports, strategies, plans, policy papers, regional working group and steering committee papers (as appropriate), partner performance assessments and other documents
- Consultations with stakeholders, including: Assistant Secretary Vietnam and Mekong Strategy Section, DFAT representatives from Phnom Penh, Vientiane, Bangkok, Hanoi, Ho Chi Minh City and Yangon posts, bilateral and thematic DFAT desks. Mekong partner governments and a selection of implementing partners will also be consulted.

Schedule and Deliverables

The timeline for the MTR is between December 2026 to May 2027 inclusive of times required for reviewing deliverables by DFAT. Below are anticipated schedule and deliverables for the MTR.

Key Deliverables	Delivery Date
Onboarding MTR team and mobilisation	December 2026
DFAT to provide relevant materials	December 2026
Draft MTR Plan[1]	–Mid-December 2026
Final MTR Plan (agreed with MKS and Mekong Hub)	–Mid - December 2026
Desk review and Canberra consultations	December 2026
DFAT to provide additional materials as suitable	December 2026
Virtual Canberra consultations	Mid-January 2027
In Mekong subregion mission	Mid / late February 2027
Aid Memoire (2-3 pages and presentation)	March 2027
Draft MTR report[2]	Early- April 2027
Final MTR report (25-30 pages, including graphics but excluding cover pages, executive summary and annexes)	May 2027

MTR Team Composition and Estimated Level of Effort

The estimated consultancy day for the Team Leader will be up to 37 days.

It is anticipated that the MTR will be conducted by a three-specialist team, including a Team Leader and two team members (technical specialists). The team will be supported by a local expert where and as required. The Team Leader will supervise other team members, with guidance/oversight from DFAT Canberra. Specifically, the Team Leader will lead the following with inputs from other team members as appropriate:

- Lead the MTR team, including overseeing the inputs of other team members;
- Lead the MTR plan development including the overall approach and review methodology;
- Lead and attend meetings with key stakeholders;
- Lead the development and presentation of an aide memoire;
- Lead the MTR report drafting and finalisation in accordance with the agreed MTR Plan; and
- Ensure overall quality of deliverables.

MAP SU will provide necessary logistical support to the MTR team including with respect to travel arrangements.

The MTR team will be responsible for arranging detailed work schedules for key deliverables, including consultation/ data collection and appointments with DFAT and other stakeholders/partners.

[1] The MTR Plan should meet DFAT's Design, Monitoring and Learning Standards (Independent Evaluation Plans – Standard 9).
[2] The Report is required to meet DFAT Design, Monitoring, Evaluation and Learning Standards (Independent Evaluation Reports - Standard 10).

Ethical Considerations

In conducting this MTR, the Team Leader should comply with:

- the Australasian Evaluation Society code of ethics, available at: https://www.aes.asn.au/images/stories/files/About/Documents%20-%20ongoing/code_of_ethics.pdf,
- DFAT Aid Evaluation Policy and
- DFAT Design and Monitoring, Evaluation and Learning Standards

In addition, the consultant is required to:

- Treat all information and findings as confidential.
- Reference appropriately all published or unpublished documents used in the review.
- Provide a statement on how the evaluation team intend to use and not use AI. The statement should consider Australia's Policy for the responsible use of AI in government and DFAT's ICT Acceptable Use Policy.

Selection Criteria

MAP SU will select a specialist as a Team Lead with demonstrated technical and subject matter expertise and experience in one or more MAP's focused areas and the **minimum requirements listed below**:

- A bachelor's degree in a relevant field such as international development, public policy or other social sciences fields.
- Ten years of relevant experience in international development, especially working with governments of developing country partners or within government systems in developing countries.
- Demonstrated experience managing or conducting reviews or evaluations of large, complex and/or multi-country programs, ideally in the Mekong subregion or Southeast Asia, and expertise in monitoring, evaluation, research and learning (MERL).
- Expertise in one or more of MAP's focus areas: climate resilience; water security; economic resilience; GEDSI; transnational crime; leadership and skills, organisational capacity development or regional network development/strengthening.
- Familiarity with Australian Government development priorities, policies and guidance, with the ability to provide strategic advice aligned to Australia's International Development Policy, and Southeast Asia Regional Development Partnership Plan. Experience working on DFAT regional development programs, especially in Southeast Asia would be an advantage.
- Proven ability to work independently under pressure, manage competing priorities, and deliver high-quality outputs within tight timeframes, as well as ability to work collaboratively in multicultural teams and coordinating across diverse stakeholder groups.
- Experience contributing to learning, reporting, and adaptive management processes through practical insights and recommendations.
- Excellent analytical, interpersonal and communication skills both in writing and oral skills in English.

In addition to the required qualifications above, the **Team Leader** will also demonstrate:

- Advanced international development and strategic thinking.
- Experience leading and mentoring multi-disciplinary teams with diverse cultural background.
- Ability to lead and coordinate complex, time-sensitive workstreams across multiple functions and stakeholders.

Application Requirements

If you are interested to be considered and available to pursue this opportunity, please submit:

Selection Criteria

1. An updated CV highlighting relevant qualifications, experience and skills related to the term of reference. The CV must be no more than three pages, with appropriate font and size.
2. A cover letter highlighting your area(s) of expertise related to MAP's portfolio.
3. The cover letter should include a clear statement of the applicable rates and any associated cost assumptions where applicable.

A Term of Reference is not intended to limit the scope of a position but to highlight the key aspects of the position. The requirements of the position may be altered in order to meet the changing operational needs of Tetra Tech International Development.