

**TERMS OF REFERENCE  
CONSULTANT FOR THE DEVELOPMENT OF MONITORING AND EVALUATION  
MECHANISM FOR THE ASEAN LABOUR MINISTERS'  
WORK PROGRAMME 2016-2020**

**I. BACKGROUND**

Established in 1975, the ASEAN Labour Ministers Meeting (ALMM)<sup>1</sup> is a sectoral ministerial body under the ASEAN Socio-Cultural Community (ASCC) that oversees ASEAN cooperation on labour issues. Its members are the ministers in charge of manpower and labour of ASEAN Member States (AMS). The ALMM meets every two years and is supported by Senior Labour Officials Meeting (SLOM).

There are three subsidiary bodies reporting to SLOM, notably: i) Working Group on Progressive Labour Practices to Enhance Competitiveness of ASEAN (SLOM-WG); ii) ASEAN Committee on the Implementation of the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers (ACMW); and iii) ASEAN Occupational Safety and Health Network (ASEAN-OSHNET).

The ALMM and its subsidiary bodies are guided by the five-year ASEAN Labour Ministers' Work Programme. The ALM Work Programme 2016-2020<sup>2</sup>, adopted by the 24<sup>th</sup> ALMM in May 2016 in Vientiane, Lao PDR, is currently being implemented to achieve the overall objective of "a better quality of life for ASEAN people through workforce with enhanced competitiveness and engaged in safe and decent work derived from productive employment, harmonious and progressive workplace, and adequate social protection."

To achieve this objective, the ALM Work Programme 2016-2020 identified 23 thematic areas in which SLOM and its subsidiary bodies will be focusing their work until 2020. Eight thematic areas are under the ambit of SLOM. The remaining 15 thematic areas are implemented by SLOM-WG, ACMW, and ASEAN-OSHNET through projects and activities that are elaborated in their respective 2016-2020 Work Plan. All of those projects and activities are expected to enable ALMM to achieve the intermediate targets in the following four Key Result Areas (KRAs) by 2020:

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<sup>1</sup> More information on ALMM can be found at: <http://asean.org/asean-socio-cultural/asean-labour-ministers-meeting-alm/overview/>

<sup>2</sup> The ALM' Work Programme 2016-2020 is available for downloading at: [http://asean.org/storage/2012/05/UPDATED\\_ASEAN-Labour-Ministers-Work-Programme-2016-2020-and-Work-Plans-of-the-Subsidiary-Bodies.pdf](http://asean.org/storage/2012/05/UPDATED_ASEAN-Labour-Ministers-Work-Programme-2016-2020-and-Work-Plans-of-the-Subsidiary-Bodies.pdf)

KRA	skilled and adaptable workforce	productive employment	harmonious, safe and progressive workplace	expanded social protection
Intermediate Targets by 2020	<ul style="list-style-type: none"> <li>• Improved workforce competitiveness and productivity <ul style="list-style-type: none"> <li>○ Increased number of skilled workers in ASEAN Member States</li> <li>○ Improved labour productivity of ASEAN Member States</li> </ul> </li> <li>• Strengthened capacities to promote skills development and recognition (include but not limited to LMIS, TVET, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Improved level of employment and reduced levels of unemployment and under-employment in ASEAN Member States</li> <li>• Increased support for workers in rural employment and Micro, Small and Medium Enterprises (MSMEs)</li> </ul>	<ul style="list-style-type: none"> <li>• Promoting sound industrial relation system <ul style="list-style-type: none"> <li>○ Reduced incidence of labour disputes in ASEAN Member States</li> </ul> </li> <li>• Increased capacity and strengthened institutionalized mechanisms of social dialogues and tripartite cooperation in ASEAN</li> <li>• Fostered safe and healthy environment in the workplace</li> <li>• Strengthened capacity for labour inspection</li> <li>• Increased capacities for labour law enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthened social protection systems <ul style="list-style-type: none"> <li>○ Raised awareness on social protection</li> <li>○ Expanded coverage, affordability, availability, quality, equitability and sustainability of social protection</li> </ul> </li> <li>• Reduced incidence of workers in vulnerable situations, including forced labour, in ASEAN Member States</li> </ul>

The extent to which the ALM' Work Programme 2016-2020's objectives and immediate targets are being achieved need to be monitored and evaluated. For this purpose, the ALM' Work Programme 2016-2020 set the following mechanism:

- a. Annual progress reporting of the implementation of the ALM' Work Programme by SLOM and its subsidiary bodies;
- b. Development of an output-level checklist to monitor progress of the ALM' Work Programme to be completed by SLOM and its subsidiary bodies;
- c. Development of an outcome-based mid-term and final-term reviews of the ALM' Work Programme.

In May 2018, SLOM endorsed the project proposal entitled "Development of the Monitoring and Evaluation Mechanism for the ASEAN Labour Ministers' Work Programme 2016-2020." The proposal was further endorsed by the Committee of Permanent Representatives to ASEAN in June 2018 for implementation with financial support from the ASEAN Development Fund.

## II. OBJECTIVE

The objective of the Project is to develop the M&E mechanism of the ALM' Work Programme 2016-2020. The outputs of the Project will be:

1. Output-level checklist to monitor progress of the ALM' Work Programme 2016-2020;
2. Key Performance Indicators (KPIs) and baseline data (and year) to track progress towards the intermediate targets by 2020; and
3. Recommendations of subjects/topics for qualitative research/studies to complement the outcome-based mid-term and/or final reviews.

### **III. THE PURPOSE OF THIS TERMS OF REFERENCE**

This TOR will guide the hiring of a consultant who will be engaged to develop the M&E mechanism of the ALM' Work Programme 2016-2020 for consideration and endorsement by SLOM.

### **IV. DELIVERABLES AND SCOPE OF WORK TO BE PERFORMED**

The consultant will be responsible to produce the following deliverables:

- a. Output 1 of the Project: Output-level checklist to monitor progress of implementation of the projects in the ALM' Work Programme 2016-2020
- b. Output 2 of the Project: Key Performance Indicators (KPIs) and baseline data (and year) of the ALM' Work Programme 2016-2020 to track progress towards the intermediate targets by 2020, which will include:
  - Articulation on the conceptualisation and definition of the KPIs
  - Articulation on the contribution of ALM' Work Programme 2016-2020 to the ASCC Blueprint 2025's Strategic Measures and Key Result Areas
  - Baseline data culled from existing data sources such as official country databases or reports, research studies from ASEAN Member States and/or from reliable sources such as ILO, ADB and ASEAN.
- c. Output 3 of the Project: Recommended subjects/topics for qualitative research/studies to complement the outcome-based mid-term and/or final reviews, including their rationale and scope, as applicable.

All deliverables of the consultants shall be in English and in electronic form.

In developing and finalising the above deliverables, the consultant will:

- i. Conduct desk review of ALM' Work Programme 2016-2020 and other relevant documents including ASCC Blueprint 2025 and its M&E mechanisms and tools<sup>3</sup>; and of existing labour-related data

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<sup>3</sup> The M&E tools include:

- Tool 1: ASCC Blueprint 2025 Implementation-Focused Monitoring Systems: Framework for Reporting on ASCC Sectoral Bodies' Implementation of the Sectoral Work Plans
- Tool 2: ASCC Blueprint 2025 Implementation-Focused Monitoring Systems: Monitoring Matrix of Declarations/Statements under ASCC

- ii. Attend three Workshops<sup>4</sup> under the Project and present the draft deliverables to and facilitate the discussion during the Workshops;
- iii. Revise and finalise the draft deliverables based on inputs of SLOM and the ASEAN Secretariat given during the Workshops and through ad-referendum consultation;
- iv. Submit all deliverables to the ASEAN Secretariat for adoption of SLOM and ALMM, respectively;

## V. INDICATIVE WORK PLAN

The entire project is envisioned to be completed within an eight-month period tentatively from October 2018 to May 2019. The indicative work plan of the consultant is as follows:

	Task	Indicative timeline
i	Conduct desk review of ALM'Work Programme 2016-2020 and other relevant documents, and draft initial output-level checklist (output 1), zero-draft KPIs and baseline data (output 2) which will be used as starting point of discussion at the first Workshop	September – October 2018
ii	Submit outputs 1 and 2 to ASEAN Secretariat	5 October 2018
iii	Attend and facilitate the first Workshop which will be chaired by the SLOM Chair	14-15 October 2018
iv	Revise outputs 1 and 2 based on the inputs from the first Workshop and from SLOM and submit to the ASEAN Secretariat	October – November 2018 and prior to the second Workshop
v	Attend and facilitate the second Workshop which will be chaired by the SLOM Chair	November 2018 (TBC)
vi	Revise outputs 1 and 2 based on the inputs from SLOM and ASEAN Secretariat during and after the first Workshop and submit to ASEAN Secretariat	December 2018 – January 2019 and prior to the third Workshop
vii	Prepare recommendations of subjects/topics for qualitative research/studies to complement the outcome-based mid-term and/or final reviews (output 3)	
viii	Attend and facilitate the third Workshop which will be chaired by the SLOM Chair	February – March 2019
ix	Finalise outputs 1, 2, 3 based on the inputs from SLOM and ASEAN Secretariat during and after the third Workshop for endorsement by SLOM	February – March 2019

- Tool 3: ASCC Blueprint 2025 Result Framework (draft indicators were developed following the 1st and 2nd ASCC M&E Workshops in March and April 2018 and are expected to be finalised by by October 2018).

<sup>4</sup> The 1<sup>st</sup> and 2<sup>nd</sup> Workshops will be hosted by Ministry of Human Resources of Malaysia on 3-4 October and 26-27 November 2018, respectively. The 3<sup>rd</sup> Workshop will be hosted by the ASEAN Secretariat in Jakarta, Indonesia in Q1 of 2019.

## **VI. SUBMISSION OF DELIVERABLES**

The consultant will submit the deliverables to the ASEAN Secretariat for consultation with SLOM Chair and SLOM focal points.

## **VII. EXPERTISE REQUIRED**

A consultant with the following qualifications and experiences will be considered:

- Advanced university degree in monitoring and evaluation, applied research, international development or other field relevant to the assignment.
- Advanced knowledge on labour issues and statistics.
- Proven ability to effectively process and evaluate qualitative and quantitative data.
- At least 10 years of professional experience in monitoring and evaluation especially for government policies and programmes, including at least three years at the regional level. Experience in developing monitoring and evaluation mechanisms for ASEAN Sectoral Bodies or for regional multi-year projects in Southeast Asia will be an advantage.
- Experiences working with governments and with official data of the government.
- Excellent verbal and written command of English and speedy responsiveness to communications
- Ability to communicate effectively and facilitate discussion with government officials with tact, diplomacy and cultural sensitivity.
- Ability to meet deadlines and deliver quality output under pressure.
- Familiarity in working in Southeast Asia.

## **VIII. PROFESSIONAL FEE**

The consultant will be paid professional fee in tranches in accordance with the contract and subject to submission of satisfactory outputs as determined by the ASEAN Secretariat.

In addition to the professional fee, international airfare and per diem (inclusive of accommodation) for the consultant to attend the three Workshops under the Project will be covered by the ASEAN Secretariat in accordance with its rules and regulations.

The consultant will be responsible for his/her own travel insurance coverage during his/her travel and attendance to all the three Workshops.

## **IX. TIMELINE OF THE PROJECT AND LOCATION OF ASSIGNMENT**

The assignment shall take place intermittently between September 2018 and May 2019 and is in line with the work plan of the Project. The indicative work plan<sup>5</sup> of the Project is as follows:

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<sup>5</sup> The timeline of the Project may be revisited and revised by SLOM.

Planned Activities	Time-frame									
	Sept-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	
Desk review and drafting of initial output-level checklist (output 1) and zero-draft KPIs and baseline data (output 2) by the Consultant										
Submission of outputs 1 and 2 by the consultant to the ASEAN Secretariat										
The 1 <sup>st</sup> Consultation Meeting/Workshop (Malaysia)										
Ad-referendum consultation of the outputs 1 and 2 with SLOM for comment										
Revision of the draft project outputs by the Consultant and submission to the ASEAN Secretariat										
The 2 <sup>nd</sup> Consultation Meeting/Workshop (Malaysia)										
Ad-referendum consultation of the revised outputs 1 and 2 with SLOM for comment										
Revision of outputs 1 and 2 by the Consultant and submission to the ASEAN Secretariat										
Preparation of recommendations of subjects/topics for qualitative research/studies to complement the outcome-based mid-term and/or final reviews (output 3) by the Consultant										
The 3 <sup>rd</sup> Consultant Meeting/Workshop (Jakarta)										
Ad-referendum consultation of the outputs 1, 2 and 3 with SLOM for final comment and endorsement										
Finalisation of outputs 1, 2 and 3 by the Consultant and submission to the ASEAN Secretariat										
Endorsement by SLOM										
Ad-referendum consultation with ALMM for adoption										

Location of the assignment will be in home country of the consultant. The consultant is required to travel and attend the three workshops under the Project.

## X. SUBMISSION DEADLINE AND ENQUIRIES

The recruitment and selection of the consultant will be conducted with formal method of quotations in line with ASEAN Secretariat Financial and Administrative Rules and Procedures 2018. Interested candidate is requested to submit his/her CV together with the quotation and other relevant documents in English language to the ASEAN Secretariat by postal mail via courier or hand delivery at:

Chair of the Quotation Panel  
The ASEAN Secretariat  
70A Jalan Sisingamangaraja, Jakarta, 12110  
Indonesia

The deadline of submission is **27 August 2018**. Any submission beyond the deadline will not be considered.

Interested candidate may contact ASEAN Secretariat to obtain further clarification and understanding of the scope of work and responsibility prior to the submission of the application. Please send your query to ASEAN Secretariat at [procurement@asean.org](mailto:procurement@asean.org).

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