TERMS OF REFERENCE
SENIOR EXPERT ON RESULT-BASED MANAGEMENT
FOR THE ASEAN SECRETARIAT

FIELD SUPPORT SERVICES PROJECT (FSSP), GLOBAL AFFAIRS CANADA (GAC)

Location: ASEAN Member State (AMS) with possible travels to the ASEAN Secretariat in Jakarta and other cities in the region
Application Deadline: 13 March 2020 (Jakarta time)
Type of Contract: Time and Expense Contract
Post Level: Regional Consultant
Languages Required: English
Starting Date: April 2020
(type when the selected candidate is expected to start)
Type of contract: Definite term, part time contract
Duration of Initial Contract: 7 months, maximum 90 days with maximum working hours 7.5 hours per day
Expected Duration of Assignment: April 2020 until October 2020

1. Background

The Association of Southeast Asian Nations, or ASEAN, was established on 8 August 1967 in Bangkok, Thailand, with the signing of the ASEAN Declaration (Bangkok Declaration). Currently, ASEAN has ten (10) member states namely Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Viet Nam.

The ASEAN Commission on the Promotion and Protection of the Rights of Women and Children (ACWC), one of ASEAN Sectoral bodies, was inaugurated on 7 April 2010 in Ha Noi, Viet Nam, on the occasion of the 16th ASEAN Summit. The ACWC comprises twenty (20) Representatives, two (2) from each ASEAN Member State for women’s rights and children’s rights. Each ACWC Representative serves a term of three years and may be re-appointed for another term by their respective government.

Reporting to the ASEAN Ministerial Meeting on Social Welfare and Development (AMMSWD), the ACWC’s mandates and functions, as guided by its Terms of Reference, include the development of policies, programmes, and innovative strategies to promote and protect the rights of women and children to complement the building of the ASEAN Community. The ACWC has convened different regional workshops, seminars, training sessions and consultative meetings that provided platforms for government officials, civil society organisations, professionals and other stakeholders to exchange views, share experiences and build commitments and a common understanding on various gender issues.

At the 17th ACWC Meeting held on 19 September 2018 in Ha Noi, Viet Nam, the ACWC Representatives adopted the “Strategy to Develop the ACWC Work Plan 2021-2025”. The strategy provides that the process of developing the next five-year work plan would be guided by the following principles: i) the work plan would be strategy-driven, comprehensive and purposive; ii) the process of developing the work plan would be consultative and inclusive; and iii) that the initiatives in the work plan would be integrated and responsive to

1 https://asean.org/asean/about-asean/
current issues and emerging trends on promoting and protecting the rights of women and children. The strategy also provides the following approaches in the development of the next five-year work plan: i) coherent, programmatic and results-oriented; ii) streamlined and synergistic; and iii) collaborative and participative. Based on the foregoing, the following milestones were identified:

a. **ACWC Visioning Workshop (2019)**. The workshop will provide a venue for ACWC Representatives to discuss the strategic thematic areas of work in the next five years. In translating the discussion to concrete initiatives, the ACWC Representatives would discuss the guide to develop the concept note of the proposed initiatives, the outline of the ACWC Work Plan 2021-2025, and the elements of its M&E system and results framework.

b. **Inter-sessional activities (2019-2020)**. After the visioning workshop, the ACWC Representatives, with the support of partners and ASEAN Secretariat, will develop the concept notes for the specific regional initiatives and multi-year programmes. This will also be the time when ACWC Representatives can consult one another to ensure synergy and complementarity of the initiatives, as well as consult with civil society organisations, the academe, private sector and other stakeholders.

c. **Workshop on the development of the ACWC Work Plan 2021-2025 (2020)**. At this workshop, ACWC Representatives would deliberate and finalise the regional initiatives that would be included in the new work plan.

During the 17th ACWC Meeting, the ACWC Representatives requested ASEAN Secretariat to develop a detailed timeline and outline of the activities necessary to achieve the milestones. Also, the ACWC Representatives gave the following guidance, among others:

a. The development of the ACWC accomplishment report, on the occasion of its 10th anniversary, should cover the implementation of the ACWC Work Plan 2010-2015 the ACWC Work Plan 2016-2020; and

b. The development of the concept notes of proposed initiatives should be driven by an organisational vision, clearly state the objectives and intended outcomes, as well as identify the supporting ASEAN partner or partners.

The Mission of Canada to ASEAN has been a longstanding partner of ASEAN on numerous development issues, including the promotion and protection of the rights of women and children. In particular, Canada has been supporting ASEAN’s efforts at building capacities on promoting gender equality and the empowerment of women and girls.

The ongoing development of ACWC’s next five-year work plan, including the process of reviewing and concluding its current work plan, presents a strategic moment for partnership between ACWC and Canada. Through this partnership, ACWC and Canada can work together on building on the gains from ACWC’s accomplishments through the implementation of its work plan, and strategically designing the new work plan that would cover the period 2021-2025.

### 2. Objective

ASEAN Secretariat and ACWC require the services of a **Senior Expert on Results-Based Management** (the Consultant) to support the development of the initial ACWC Work Plan 2021-2025 and initial monitoring system and results framework of the ACWC Work Plan 2021-2025.
3. Description of Services

Working on a day-to-day basis under the direction of Head of the Poverty Eradication and Gender Division of the ASEAN Secretariat, the expected services of the Senior Expert on Result-Based Management will include, but not be limited to:

a) Lead the conduct of one (1) technical workshop by preparing a concept note, detailed programme and propose appropriate and participatory workshop methodologies to achieve expected outcomes, employing Results-Based Management and Theory of Change approach;

b) Develop a report on the technical workshop and roll-out of the M&E system, particularly the utilisation of the M&E guidelines;

c) Develop the initial ACWC Work Plan 2021-2025 based on the data gathered for the accomplishment report of ACWC as well as the guidance from ACWC and the ASEAN Secretariat;

d) Develop the initial monitoring system and results framework of the ACWC Work Plan 2021-2025 following the guidance from ACWC and the ASEAN Secretariat; and

e) Undertake any other tasks deemed necessary to complete the development of ACWC’s work plan and results framework, based on the agreed outcomes.

4. Expected Outputs and Deliverables

The Senior Expert on Results-Based Management is expected to deliver the following:

a) Draft work plan of ACWC for the period 2021-2025;

b) Draft monitoring system and results framework of ACWC’s work plan for the period 2021-2025; and

c) Concept note, workshop methodologies, and tentative programme for one (1) workshop of ACWC to develop the work plan and results framework.

5. Description of the Consultant’s Profile

ASEAN Secretariat and ACWC require the services of a regional expert with specific expertise which includes:

- Advanced Degree in relevant disciplines and/or be able to demonstrate evidence of training in monitoring or evaluation design, application of Theory of Change, conduct and management. This experience should reflect the development of sound methods and tools, conduct of data collection activities, analysis of data (or supervision of such), interpretation and dissemination of results and report preparation;
- At least 7 years of professional experience and proven track record in developing and conducting complex monitoring and evaluation systems in international or regional settings;
- Good knowledge and exposure in policy development, development cooperation (policies, trends, issues and development), and project planning and management in regional or international setting;
- Proven experience working with governments and/or international organisations on consultancy assignments in related subjects;
Good knowledge and exposure on international policy frameworks and instruments related to gender equality, women and children’s rights, and poverty reduction;

Understanding of ASEAN’s cooperation on promoting the rights of women and children as well ASEAN’s architecture will be an advantage;

Excellent command of English, both written and spoken;

Excellent communications and interpersonal skills;

High integrity and conscientiousness, and ability to project professionalism;

Computer literate, very good analytical and report writing skills;

Flexible and able to adjust to changes agreed as an outcome of the process and discussions in order to achieve expected results in a timely and efficient manner.

6. Working Arrangements

The Consultant shall be home-based within the ASEAN region, with at least two (2) travels within the region, and would regularly report to the ASEAN Secretariat based on agreement with the Head of the Poverty Eradication and Gender Division. Working over the weekend or after regular office hours may be required. The Consultant is expected to rely on his/her expertise, conduct an extensive literature review, and perform triangulation by interviewing experts. The drafts produced by the Consultant will be peer reviewed by experts, the result of which should be incorporated by the Consultant. The Consultant will be reporting to the Head of the Poverty Eradication and Gender Division of the ASEAN Secretariat or his/her designated officers.

A consultant evaluation will be completed in order for regular payment to be released upon satisfactory delivery of the assignments. In the event that travel to other regions or cities is necessary, all necessary costs will be borne by GAC, through the Field Support Services Project (FSSP), following the approval of a travel plan and associated budget.

7. Duration of the Contract

The total expected duration of the assignment is up to 90 days spread over a period of five (7) months from April to October 2020. All reports must be finalized and submitted within this period.

Payments will be processed against the reports (deliverables) therefore a financial report is requested for each deliverable, giving the flexibility for the Consultant to manage the number of days to spend on each deliverable within the defined timeframe.