

THE SOUTHEAST ASIA REGIONAL PROGRAM ON COMBATING MARINE PLASTICS (SEA-MaP) REGIONAL PROJECT

Terms of Reference Development of the Marine Plastics Resource Mobilization Strategy

1. Introduction

The Southeast Asia Regional Program on Combating Marine Plastics (SEA-MaP Regional Project) is a five-year program financed by the World Bank. Its objective is to aid the Member States of the Association of Southeast Asian Nations (ASEAN) in combating marine plastic pollution and mitigating its negative impacts. This aligns with the implementation of the [ASEAN Regional Action Plan \(RAP\) for Combating Marine Debris](#). The project is implemented by ASEAN through the ASEAN Secretariat (ASEC), with the structure comprising of a Project Steering Committee (PSC), which consists of members of the ASEAN Working Group on Coastal and Marine Environment (AWGCME), a Project Management Unit (PMU), and a Regional Implementation Support Unit (RISU) located within the United Nations Office for Project Services (UNOPS). More information on the project can be found in the [Project Appraisal Document \(PAD\)](#).

The SEA-MaP Regional Project activities aim to support ASEAN in implementing the RAP and to advance cooperation at both regional and country levels to strengthen policies and regulatory frameworks governing the production and use of plastics in Southeast Asia. The project will support ASEAN's ongoing efforts in addressing marine plastic debris and promoting a transition to a circular economy. The project adopts a long-term, programmatic approach and is divided into two components: (1) Strengthening regional policies and institutions for plastics circularity, and (2) Establishing regional platforms for innovation, knowledge sharing, and partnerships for plastics circularity.

The following table outlines the deliverables under each component.

Table 1. The SEA-MaP Regional Project Deliverables

Components	Deliverables
Component 1: Strengthen Regional Policies and Institutions for Plastics Circularity	
1.1: Supporting Regional Policy Development, Harmonisation, and Implementation	• Best Practice Manual on Standards for Plastic Packaging • Regional Guidebook on Standards for Responsible Plastic Waste Trade, Sorted Plastics, and Recycled Plastics • Regional Guidebook on Financial Mechanisms for Investments in Plastic Waste Management • Regional Guidebook on Phasing Out Single-Use Plastics • EPR Handbook and Customised Toolkit
1.2: Supporting Regional Collaboration and Strengthening Monitoring Capacity	• Regional Baseline Report (including on policies) • Guidebook for common methodologies for assessment and monitoring of plastic pollution • Regional Training Program on Plastic Waste Management
Component 2: Establish Regional Platforms to promote Innovations, Knowledge, and Partnerships for Plastics Circularity	
2.1: Establishing a Regional Platform for Innovation and Investment	• Regional Platform for Innovation and Investment • Web Platform/'Marketplace' for Investment/Innovation

	• Annual Technology/Innovation Expos • Sustainability Strategy
2.2: Establishing a Regional Platform for Knowledge and Partnerships	• Resource Mobilization Strategy • Knowledge Sharing and Training • High-Level Policy Dialogue and Discussion • Communications

This Terms of Reference (TOR) corresponds to the specific requirement outlined in the RAP for the development of a “Marine Plastics Resource Mobilization Strategy” (Strategy). The Strategy will be geared toward the implementation of the RAP until 2025, and with the expectation of sustained funding in the subsequent 5 years, coinciding with the Sustainable Development Goals (2030).

As outlined in the RAP (Section 5.1.1, pg. 31), the objectives of the Strategy would be to:

- a. Ensure there is a **clear, coordinated approach** to soliciting, acquiring, utilisation monitoring and managing of financial inflows and development cooperation support;
- b. Enhance the **effectiveness of development assistance** across the ASEAN Region, and improve the relationship and dialogue between the AMS and key development partners and bilateral agencies;
- c. Improve structures and systems to **facilitate better management of resources**; potential for a platform to align development partner support to the RAP, priority regional and national actions, systems, structures and procedures; and
- d. **Increase domestic resource mobilization and broaden the resource channels by exploring alternative sources of funding** in order to reduce dependence on resources from development partners and to strengthen the ASEAN Secretariat leadership.

The Strategy will also assist the AMS in considering the establishment of financial mechanisms and other options, to support the national actions to address plastics and plastic waste management, based on success stories and good practices. National implementation should include, as appropriate, the design and dissemination of a country-specific resource mobilization strategy, with the involvement of key stakeholders such as non-governmental organizations, local communities, environmental funds, businesses, and donors, in the frame of national marine debris/plastics strategies and action plans.

The desired outputs of this Strategy include, but not limited to the following:

- I. Identified committed funds/resources to support RAP implementation.
- II. Identified lead implementing agencies/countries/sectors.
- III. Identified shared or joint responsibilities of agencies/actors.

Besides the objectives and desired outputs outlined in the RAP as above, the Strategy should consider streamlining resources and aligning priorities to contribute to the International Legally Binding Instrument (ILBI) to anticipate the upcoming global treaty on plastic pollution.

The PMU leads activities under Component 2 on resource mobilization strategy and the purpose of this TOR is to seek a qualified consulting team to develop the Strategy for a period of 12 months. All deliverables of this consultancy work must be produced within 6-8 months, and they are expected to be updated based on the outcomes of the ongoing ILBI on plastic pollution¹.

2. Objective

The aim of this consultancy is to develop the ASEAN Marine Plastics Resource Mobilization Strategy that encompasses the objectives and produces the desired outputs outlined in Section 5.1.1 of the RAP, while taking into consideration ongoing ILBI discussions on plastic pollution to ensure the sustainability of the ASEAN efforts to combat marine debris. The Strategy will be utilized by the relevant bodies/officers responsible for its implementation.

¹ The 5th Session of the Intergovernmental Negotiating Committee (INC-5) on Plastic Pollution is scheduled for 29 October – 1 November 2024.

3. Scope of Work

The consulting team will perform the following tasks:

3.1. Stocktaking and needs assessment exercise

The consulting team is tasked to conduct a stocktaking and needs assessment exercise includes but not limited to:

- Review and map ASEAN's programs, activities, donors/partners that support the implementation of the RAP.² This can be done through desk research and interviews with key informants. The consulting team can recommend key informants to be interviewed. For interviews with internal project stakeholders, the PMU can assist in connecting the consultant with the interviewees.
- Conduct an analysis of the current resource mobilization efforts at the regional and national level that support the implementation of the RAP. Analytical frameworks such as SWOT, PESTLE, QSPM may be utilized. Identify the funding/resources gap for the activities under the RAP's components.
- Conduct strategic mapping of potential donors/partners at the national, regional, and global levels. These could range from public, private, combinations thereof, non-governmental organizations (NGOs), international organizations, to philanthropists. Map donors/partners' areas of interests, priorities, available resources, and funding windows to identify clear actions that should be undertaken to mobilize fundings and develop/maintain the relationships with them. Focus should also be given to the feasibility of securing multi-year funding and donors/partners' areas of interest.
- Assess the existing institutional arrangements for actioning the Strategy. The consulting team should focus on the cooperation mechanism that address marine debris. It is also recommended for the team to consider existing bodies/platforms in the ASEAN structure such as ASEAN Partners Coordination Meeting on Coastal and Marine Environment, and those that are recommended in the RAP such as the to-be-established Joint Advisory Group for Marine Debris/Circular Economy and an ad-hoc AWGCME Task Force under direct guidance of AWGCME.

3.2. Developing the ASEAN Marine Plastics Resource Mobilization Strategy (Strategy)

The consulting team should consider but is not limited to the following process in developing the Strategy.

3.2.1 Strategy development

Develop a Strategy that achieves the intended objectives and outputs as outlined in the RAP. The Strategy should encompass the following:

- Based on the findings from Task 3.1, the consulting team should draw the strategic objectives and approaches of the Strategy for both regional and national levels. This part should present the funding/resources gaps along with clear actions that should be taken to address the gaps.
- Besides providing the clear actions to maintain the partnerships with the existing donors/partners, the consulting team should provide clear actions to diversify the donor/resources base to new streams by engaging with the potential donors/partners.
- Based on the assessment of the institutional arrangement, the consulting team should recommend the most suitable institutional arrangement for actioning the Strategy and provide clear actions that should be taken to channel the funding/resources. Considering that there are many initiatives that work on the same topic in the region, the Strategy should consider actions that promote synergy and complementarity.
- The consulting team will be tasked to identify and analyse risks and provide responses for appropriate mitigation approaches for the Strategy.

² The mapping activity should build on findings from another deliverable under SEA-MaP, which is the stocktaking and gap analysis study for the development of Regional Platform for Knowledge and Partnerships. The PMU will provide the relevant information to the selected consulting team.

The Strategy should address funding for RAP actions not yet financed by the SEA-MaP Regional Project³. These include Action 5: Regional Stocktaking of Green Public Procurement, Action 9: Regional Study on Microplastics, Action 6: Best Practice Manual for Reducing, Collection and Treatment of Sea-Based Litter, Action 12: Enhance Regional Awareness for Consumers of Labelling of Plastics and Packaging.

In addition, the consulting team should propose M&E system to track progress and assess the effectiveness of the strategies and actions implemented.

The following are guiding questions that the consultant team can consider when developing the Strategy:

- What strategies and actions are required to establish a clear and coordinated approach for soliciting and managing financial inflows and development cooperation support?
- What initiatives can be adopted to strengthen the relationship/partnership and dialogue between the AMS and key development donors/partners and bilateral agencies?
- How would a partner coordination mechanism work to mobilize resources to combat marine debris?
- How can existing mechanism(s) be improved to better manage and channel resources, potentially create a platform to align development partner supports with the RAP, and avoid overlapped activities between the development partners?
- What steps need to be considered to identify and prioritize regional and national actions that require development partner support?
- How can domestic resource mobilization be increased to reduce reliance on development partner resources?
- What alternative sources of funding can be explored to broaden resource channels for the ASEAN Region?
- What initiatives can strengthen the ASEC in the management of resources or through the provision of support to the ASEC in facilitating this role?
- How can national actions be supported through tailored country-specific resource mobilization strategies involving key stakeholders?

3.2.2 Implementation roadmap development

Develop an implementation roadmap with actionable steps and timeline for the proposed strategies and initiatives. The implementation roadmap should also cover:

- Type of support required for ASEAN in implementing the proposed strategies, which might involve capacity-building training of the existing workforce or the recruitment of a resource mobilization expert to ensure the readiness of the Strategy implementation. Based on the stocktaking and needs assessment exercise, if there is a need for a dedicated resource mobilization expert, the consulting team is responsible for developing the TOR for recruiting for this role.
- List of priority activities (e.g., annual workshop inviting existing and potential partners to mobilize resources to support the ASEAN's effort to combat marine debris). At least two activities would be required, with the first activity to be implemented in Q2 2025, followed by another activity in Q2 2026, aiming at donors/partners that are most aligned with the needs of the ASEAN and the RAP. The consulting team is also responsible to draft the TORs to implement these priority activities.

3.3. Preparation of related materials

The consulting team will be tasked to prepare related materials that may include:

- A strategic brief (digital) targeting the donors/partners to raise the profile of ASEAN and national level activities to support the RAP. The strategic brief will also include a website content.

³ The existing funding for the RAP under SEA-MaP is scheduled to conclude in 2027.

- Call to action materials for the donors/partners that include the benefit they will gain from supporting. The number of the materials may correspond to the way that the consultant categorises the donors/partners. Based on Task 3.1, we are looking at a minimum of six call to action materials.
- A paper outlining the recommended approach for disseminating the Strategy to the AMS or other identified targets. The recommendation is a separate document to be internally used by the relevant bodies/officers responsible for the implementation of the Strategy.

3.4. Organization of stakeholder consultations

During the development of the Strategy, the consulting team is expected to organize two stakeholder consultation meetings—one will be held in a hybrid format⁴, while the other one will be held virtually. There may also be an opportunity to organize these meetings back-to-back with another SEA-MaP Regional Project activity or relevant events.

The team will be required to submit a stakeholder engagement strategy and plan, and consider allocating appropriate resources allocated from the beginning of the project to ensure such consultation exercises can be executed. The stakeholder engagement strategy and plan will be prepared as the part of the Inception Report.

First stakeholder consultation meeting: The aim of the first meeting would be to validate the findings from the stocktaking and needs assessment exercise. The meeting can also discuss and gather insights on AMS' priorities and plans post 2025 as the RAP was set out to be implemented between 2021 and 2025. The feedback and inputs from this meeting will provide further insights for the development of the Strategy.

Second stakeholder consultation meeting: The aim of the second meeting would be to share with the stakeholders the draft Strategy and seek their feedback to ensure that the Strategy meets the objectives and needs of ASEAN. The consulting team may also seek feedback from the resource mobilization functions and other relevant entities across the ASEAN Secretariat ecosystem on the implementation of the Strategy. The feedback received from the meeting will be considered and the Strategy will be revised accordingly.

The consulting team will be responsible for preparing and organizing the consultation meetings in coordination with PMU/RISU, which will include but not limited to the following tasks:

- Preparing concept notes and programs in close coordination with the key stakeholders of the SEA-MaP Regional Project.
- Providing consultation meeting materials, including relevant presentations.
- Identifying and inviting resource persons (as needed).
- Preparing the invitation and manage registration and providing record attendee information.
- Helping to facilitate the discussions, present findings and producing meeting summaries.
- Liaising communication among the participants and organizers before, during and after the events
- Conducting pre- and post-event surveys to collect participant feedback and summarize them.
- Ensuring a gender-balanced representation among participants and resource persons
- Taking notes and compile the final report with the event summary and the satisfaction survey with recommendations for future events. The report should include an analysis of the gender dynamics of the programs (e.g., participation rates, issues related to gender equality, and recommendations for improving gender integration in future programs).
- Preparing other logistic matters, such as venue selection, equipment, video conference setup, catering, accommodations, travel arrangements for participants (including per diem allowances), registration, documentation, etc.

⁴ The proxy location for meetings involving the AMS is Bangkok, Thailand. Sponsored participants will include at a minimum two representatives from each AMS, two people from ASEC, and two people from the PMU. Other participants will be invited as non-sponsored participants.

The Strategy would require the PSC's consideration before finalization and dissemination. The consulting team should be prepared to update the Strategy based on the feedback from the PSC.

4. Additional details

- **Alignment with the RAP:** The Strategy constitutes an essential aspect of the Planning Phase within the RAP's enabling conditions. It plays a crucial role in facilitating the implementation of the RAP.
- **Sustainability and scope consideration of the Strategy:** The Strategy may touch upon a timeframe that extends beyond 2030, and may also have a broader scope aims at addressing the reduction of marine plastics in the ASEAN region. This aspect could be discussed during the inception phase.
- **Contribution to the Project Development Objectives (PDO), and Intermediate Results (IR) indicators:**

The Strategy will contribute to achieving the following results:

 - **IR Indicator 2.3:** Percentage of beneficiaries satisfied with the engagement process in the consultations, trainings, seminars, and workshops.
 - IR 2.3.1 - Percentage of Feedback received from participants (Target: 95).
 - IR 2.3.2 - Percentage of participants satisfied with the Consultations (Target: 85).
 - **IR Indicator 2.4:** Private and public finance mobilized to address the plastics challenge.
- The consulting team should **leverage the other SEA-MaP deliverables** as outlined on Table 1 to ensure synergy and compatibility. Relevant deliverables that are currently being undertaken: (a) project communications strategy and branding (e.g., development of website, social media and other communication products by Q1 2024) and (b) Regional Platforms for [Knowledge and Partnerships](#), and [Innovation and Investments](#). Currently, the work on the Regional Platforms is at the stocktaking and gap analysis stage and it is scheduled to commence in early 2024. Relevant information from the other SEA-MaP deliverables that may help the development of the Strategy will be shared with the selected consulting team. Another relevant SEA-MaP deliverable is the Sustainability Strategy that is scheduled to commence in 2025.
- Throughout the assignment period, the consultant team should monitor the ongoing discussions of the ILBI on plastic pollution and apply the outcomes to the development of the Strategy.
- The consulting team will be required to attend weekly meeting and submit monthly progress updates.
- The consulting team will be required to discuss and seek the inputs of the PMU, ASEC, and the World Bank and other relevant stakeholders as necessary. The consulting team will be responsible for the following tasks:
 - Preparing relevant materials for the consultations in close coordination with the PMU.
 - Helping to facilitate the discussions and producing meeting summaries and a compilation of comments and feedback received from each consultation/meeting.
- All deliverables must be submitted to the PMU for review by the PMU, ASEC, and the World Bank. The consulting team should be prepared to make amendments based on feedback received.
- The consulting team is expected to conduct the work from their own office and arrange meetings with the PMU to provide regular progress updates and other relevant matters. In the event an in-person arrangement becomes necessary, the consulting team must provide a justification for such a requirement, and budget for the required travel if the consulting team is based outside of Jakarta.
- The consultant's feedback will be welcomed to further improve the deliverables. If necessary, the duration and dates of the assignment may be adjusted with approval from PMU.

5. Deliverables and Timeline

The consulting team is required to provide some deliverables as below:

- Quarterly report, outlining information such as the work plan, main activities implemented in the quarter basis, findings, the detail of planned activities implementation in the next quarter, as well as the consultant's considerations and reflections. The quarterly report must be submitted within seven days following the end of each quarter within the contract period. A template for the Report will be provided by the PMU.
- Inception report to include but not limited to a proposed work plan and timeline, refined research methodology, tools, resource management plan, stakeholder engagement strategy and plan, and risk mitigation plan.

- Stocktaking and needs assessment report.
- A comprehensive ASEAN Marine Plastics Resource Mobilization Strategy to include at the minimum the following:
 - Mapping of regional and national's programs, activities, donors/partners that support the implementation of the RAP.
 - Mapping of potential donors/partners and analysis.
 - Resource mobilization strategy.
 - Implementation Roadmap, which includes:
 - TOR on capacity building training.
 - TOR to recruit a dedicated resource mobilization expert (if necessary).
 - TOR on list of priority activities (minimum 2 TORs)
- Related materials:
 - A strategic brief (digital) that includes website content.
 - Call to action materials.
 - A paper outlining a recommended dissemination approach.
- Stakeholder consultation meetings.
- Adjustment of deliverables based on the outcomes of ILBI.
- Final report.

Table 2. Deliverables and tentative duration of work

Deliverables	Tentative duration of work											
	Month -											
	1	2	3	4	5	6	7	8	9	10	11	12
Quarterly report												
Inception report												
First consultation meeting												
Stocktaking and needs assessment report												
ASEAN Marine Plastics Resource Mobilization Strategy												
Mapping of regional and national's programs, activities, donors/partners that support the RAP												
Mapping of potential donors/partners and analysis												
Resource mobilization strategy												
Implementation roadmap												
TORs under the implementation roadmap												
Related materials												
Second consultation meeting												
Adjustment of deliverables based on the outcomes of ILBI												
Final report												

6. Qualifications/Expertise Required

Minimum Selection Criteria

- Demonstrated experience, within the past three years, in resource mobilization and/or implementing similar assignments related to marine debris, plastic waste management and sustainability.
- The selected firm must have qualified relevant experienced experts, with a preference for the team leader to be based in ASEAN to effectively liaise with the PMU, ASEC, relevant institutions, companies, World Bank.
- The consulting team is familiar with donor landscape, particularly in the ASEAN region, and have provided similar services to governments/organizations in ASEAN.
- Availability of appropriate skills and staff to conduct the tasks outlined in the TOR.

Indicative Team Qualifications

An indicative list of the positions of key experts is given below. The bidders may consider adding non-key experts in supporting the execution of this assignment.

Team Leader/Senior Resource Mobilization Specialist

- An advanced degree in social sciences (communication, media, journalism), public relations or business administration (finance, economics), or related field.
- A minimum 10 years of proven work experience in resource mobilization, fundraising, partnerships management, donor proposals writing and funding strategy development.
- Demonstrated experience in analysis of financial, economic, and market readiness, development of resource mobilization strategy and implementation plan.
- Demonstrated experience in mobilizing resources in environmental/sustainability projects, preferably for regional/international organisations in Southeast Asia.
- Demonstrated experience on marine plastics-related projects is highly preferred.
- Excellent understanding of the Southeast Asian context and donor landscape.
- Demonstrated skill in both conceptual and practical analysis of complex issues and in producing clear arguments and constructive recommendations for future actions.
- Excellent organizational, communication, and time management skills.
- Excellent written and verbal communication skills in English.
- Experience in managing budgets, timelines, and big data.
- Demonstrated leadership skills and the ability to work collaboratively with various stakeholders.

Resource Mobilization Specialist

- Bachelor's degree in social sciences (communication, media, journalism), public relations or business administration (finance, economics), or related field.
- A minimum 5 years of proven work experience in resource mobilization, fundraising, partnerships management, donor proposals writing and funding strategy development.
- Demonstrated experience in analysis of financial, economic, and market readiness, development of resource mobilization strategy and implementation plan.
- Demonstrated experience in mobilizing resources in environmental/sustainability projects, preferably for regional/international organisations in Southeast Asia.
- Demonstrated experience on marine plastics-related projects is highly preferred.
- Excellent understanding of the Southeast Asian context and donor landscape.
- Demonstrated skill in both conceptual and practical analysis of complex issues and in producing clear arguments and constructive recommendations for future actions.
- Excellent organizational, communication, and time management skills.
- Excellent written and verbal communication skills in English.
- Experience in managing budgets, timelines, and big data.
- Proven ability to work effectively in a team and collaborate with various stakeholders.

Event Coordinator

- At least five 3 years' experience in event planning, hosting, and logistics.
- Experience with in-person, virtual, and hybrid event management with international and government stakeholders.
- Excellent communication and organizational skills.
- Excellent written and verbal communication skills in English.

7. Reporting Requirement and Payment Schedule

Bidders are expected to submit the financial offer based on their assessment of the scope of work and level of effort needed to complete the assignment. The lumpsum cost should include all management and administrative overheads and any fees, taxes, and insurance that may apply.

The following table summarises the payment schedule for this assignment:

Table 3. Payment Schedule

Milestone	% Payment
Upon submission and approval of the inception report	15%
Upon submission and approval of the stocktaking and needs assessment report	20%
Upon submission and approval of the ASEAN Marine Plastics Resource Mobilization Strategy	30%
Upon submission and approval of the adjusted ASEAN Marine Plastics Resource Mobilization Strategy and the final report	35%

8. Environmental and Social Risk Management

The World Bank's Environmental and Social Framework (ESF) came into effect in 2018, which requires all World Bank-funded Projects to apply relevant Environmental and Social Standards (ESS). For the SEA-MaP Regional Project, an Environmental and Social Management Framework (ESMF) has been prepared to ensure that the SEA-MaP Regional Project addresses environmental and social risks and impacts - associated with technical assistance supported under the Programme - in accordance with the ASEAN legal requirements and the World Bank's ESF.

All outputs of this assignment must be consistent with the Project's ESMF and this may require regular coordination with the Environmental and Social specialists of the Project and the World Bank. The ESMF ensures that Programme investments do not create or result in downstream impacts to the environment and society through its technical assistance outputs.

This includes compliance with ESS3 on Resource Efficiency and Pollution Prevention and Management, where assignment outputs need to consider downstream impacts on human health and the environment by integrating environmental and social aspects.

Furthermore, the consulting team needs to conduct this assignment in accordance with the ESF's labor and working conditions (ESS2), as defined in the Labor Management Procedures set out in the ESMF including for grievance redress mechanism vis-a-vis its employees, suppliers/vendors and consultants.

In dealing with stakeholders, the consulting team shall be guided by the provisions of the ESMF on stakeholder engagement, including the Stakeholder Engagement Plan (SEP). In particular, the consulting team shall give special attention to women and vulnerable stakeholders to ensure that they are able to participate, and their voices are heard.

The contractor shall also comply with the World Bank Group's Environmental, Health, and Safety Guidelines (ESHG), specifically regarding Occupational Health and Safety (OHS) and potential downstream risks and impacts emanating from the assignment outputs.

9. Sustainability and Gender Equality

The Project is committed to the sustainability of its platform, knowledge products and trainings. A sustainability strategy will be prepared to this end, which will be followed by all Project implementers. It is expected that the activities implemented under this consultancy will take sustainability aspects into account where applicable.

The Project further ensures that gender concerns and women's empowerment strategies are mainstreamed throughout the project activities in order to address gender inequalities and foster women's increased participation in decision-making, including the creation of economic opportunities for women, inclusivity, and the emphasis of gender equality.

The consulting team will ensure that gender equality considerations are mainstreamed in all above listed activities. To this end, the Strategy will take into account gender sensitivity and contain a specific focus on women stakeholders by mapping potential partners with gender inclusive approach and

suggesting specific methods of resource mobilization strategy that contributes to gender equality and ensure that information is accessible to all women interested in the Project or affected by it.

11. Confidentiality Statement

All data and information received by the consulting team from the PMU to support this assignment are to be treated confidentially and are only to be used in connection with the execution of this TOR. All intellectual property rights arising from the execution of this TOR are assigned to ASEAN. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorisation of ASEAN.
