



Aus4ASEAN
FUTURES

TERMS OF REFERENCE

Supporting Initiative for ASEAN Integration: Enhancing Digital Adoption in Agriculture and Agribusiness MSMEs - DEADLINE EXTENDED

The ASEAN Secretariat and the Australian Government, through the Australia for ASEAN Futures Initiative, invite applications from firms, organisations, or joint venture/consortium/association (JCVA) for the above-referenced project. All proposals will be assessed based on their technical quality and value for money.

I. Background

a. Project Context

Micro, Small, and Medium Enterprises (MSMEs) are the backbone of ASEAN's diverse economy accounting for an average 97% of all enterprises and 69% of the total workforce. MSME growth is crucial in rural job creation and development. In Southeast Asia, about 72% to 85% of MSMEs operate in rural areas, absorbing 70% to 84% of the MSME labour force in these countries (ADB Asia SME Monitor, 2020).

MSMEs in agriculture and agribusiness are vital to the economies of Cambodia, Lao PDR, Myanmar, and Viet Nam (CLMV countries), and Timor-Leste. These enterprises play a critical role in ensuring food security, promoting livelihoods, and driving economic growth. Available data shows that about 50% to 70% of MSMEs in CLMV countries are involved in agriculture and agribusiness. Similarly in Timor-Leste, agriculture remains the backbone of the economy, employing around 64% of the population, with MSMEs heavily concentrated in this sector. Strengthening MSMEs in agriculture and agribusiness can contribute to rural development, poverty reduction, and improved living standards.

Despite their importance, MSMEs across CLMV countries and Timor-Leste face significant challenges in participation in and accessing global markets and value chains. On average, MSMEs in the region contribute just 20% of a country's export value (2010 to 2018). Many operate informally, creating barriers to business development and access to higher value markets. Digital adoption offers a pathway to overcome these barriers by: improving access to market information and facilitating market linkages through e-commerce platforms; enhancing farm management through precision agriculture technologies; and enabling MSMEs to increase efficiency, reduce costs, and leverage data-driven insights for sustainable practices and economic growth.

However, digital adoption in CLMV countries and Timor-Leste remains limited due to challenges such as:

- infrastructural barriers: limited access to reliable internet, electricity, and digital infrastructure in rural areas.
- low digital literacy: gaps in digital skills and literacy are compounded by limited training opportunities, a lack of qualified trainers, and unstructured curricula.

- cultural preferences and awareness: MSMEs often prefer cash-based transactions and personal relationships over digital tools. Many remain unaware of the benefits of digitalization due to failed past experiences, concerns about privacy and cybersecurity, and limited understanding of available technologies.
- structural challenges: women-owned MSMEs and MSMEs employing and/or benefitting marginalised groups (e.g. women farmers, farmer with disabilities, and disadvantaged communities) face additional barriers such as limited resources, exclusion from training and restricted access to finance.

In Timor-Leste, these challenges are particularly pronounced. The country's digital penetration remains among the lowest in Southeast Asia, with only 42% of the population having internet access as of 2022. Rural MSMEs face compounded barriers, including limited infrastructure, high costs, and low digital literacy. Women entrepreneurs and marginalised communities are disproportionately impacted, with limited access to training and financial support.

Digital adoption in CLVM countries and Timor-Leste also lags behind other AMS. For example, in 2019, only about 10% of small enterprises in Lao PDR and Myanmar had websites, compared to 26% in South Asia. MSMEs in Timor-Leste face similar hurdles, with digital infrastructure and literacy requiring significant improvement. Without concerted digitalisation efforts, MSMEs in these countries risk falling further behind their regional peers, exacerbating existing inequalities.

The COVID-19 pandemic has further highlighted the urgency of digital transformation. Globally, companies have accelerated digitization by several years, But MSMEs in CLMV countries and Timor Leste remain at risk of being left behind without tailored support and capacity building initiatives.

Trade promotion agencies, business associations, and BDS providers in CLMV countries and Timor-Leste play a pivotal role in addressing these challenges. However, their support services are often limited to general business advisory, information sharing, or training sessions and trade shows. MSMEs are often unaware of available support or doubt its effectiveness, indicating the need to enhance the quality and standards of these services. Tailored initiatives are required to meet the needs of MSMEs, particularly in agriculture and agribusiness sectors.

The "Assessment on the Adoption of Digital Technology by MSMEs in CLMV Countries and Integration of CLMV MSMEs into Global Value Chain" (2021), supported by AADCP II, highlighted the importance of structured training programs with extended mentoring support. These programs should equip trade promotion agencies, business associations, and BDS providers with digital knowledge and skills to expand their services and support MSMEs more effectively. Including Timor Leste in such initiatives will enhance its alignment with regional practices and foster knowledge sharing.

Governments in CLMV countries and Timor-Leste recognize the potential benefits of digitalization for MSMEs. Efforts include drafting e-commerce laws, creating digital business platforms, and offering basic IT training. However, challenges remain, including limited understanding of digital tools among MSMEs, inadequate infrastructure, and lack of tailored policies targeting agriculture and agribusiness sectors.

A needs-based assessment of MSMEs in these sectors is crucial. This assessment should include a focus on gender equality and social inclusion while identifying specific sub-sectors and geographic areas where digital adoption can have the greatest impact. The findings should inform targeted training programs, capacity-building efforts, and strategic partnerships to promote sustainable digital transformation across CLMV countries and Timor-Leste.

b. Relationship to Other Activities

This project aims to strengthen the capacity of MSME promotion agencies to enhance MSME awareness of digital technologies and increase digital adoption in MSMEs, particularly in the agriculture and agribusiness sectors within CLMV countries. This initiative is built upon and aligned with several previous and ongoing projects and activities supported by Aus4ASEAN Futures, AADCP II, and other Dialogue Partners, as well as sectoral bodies within the ASEAN Economic Community (AEC) and ASEAN Secretariat (ASEC).

Linkages to Previous and Ongoing Projects:

Assessment on the Adoption of Digital Technology by MSMEs in CLMV Countries and Integration of CLMV MSMEs into Global Value Chains (AADCP II, 2021), a component of the Work Planning Assistance for the Initiative for ASEAN Integration (IAI) 2021-2025 project: This project utilises the findings and recommendations from this assessment, particularly the need for structured training programs and extended mentoring support for trade promotion agencies and business associations.

Various digital economy and e-commerce initiatives under Aus4ASEAN Futures:

These initiatives have laid the groundwork for enhancing digital skills and infrastructure, which this project will build upon to further the digital transformation of MSMEs in the agriculture sector.

Relation to Higher-Level ASEAN Frameworks and Documents:**ASEAN Comprehensive Recovery Framework (ACRF):**

Broad Strategy 4: Accelerating Inclusive Digital Transformation

- 4b. Promoting e-commerce and the digital economy: The project will support MSMEs in adopting e-commerce platforms, enhancing their market reach and operational efficiency.
- 4e. Providing digital platform and related policy for promoting MSME digital upskilling and providing digital technology and fintech to access markets: By providing targeted digital training and capacity building, the project will equip MSMEs with the necessary skills to thrive in a digital economy.

AEC Blueprint 2025:

- D4. Narrowing the Development Gap:
 - 75 (v) Enhance productivity and competitiveness of rural economies, especially in the newer ASEAN Member States; and
 - 75 (vi) Emphasise on the development of MSMEs of ASEAN Member States.

ASEAN Digital Masterplan 2025:

- DO8 A Digitally Inclusive Society in ASEAN:
 - 8.1 Ensure citizens and businesses have the skills and motivation to use digital services: This project will directly contribute to this objective by providing MSMEs, including women-owned MSMEs and MSMEs employing and/or benefitting female farmers, farmers with disabilities, and those from disadvantaged groups, with the skills and motivation to adopt and utilize digital tools effectively.

IAI Work Plan IV (2021-2025):

- MSMEs Action Line 4: The project supports the awareness and adoption of relevant technology and digital tools among MSMEs, fostering a more inclusive and equitable digital economy in the CLMV countries.

Strategic Plan for ASEAN Cooperation in Food, Agriculture and Forestry 2016-2025:

- ST2. Enhance trade facilitation, economic integration and market access. This project will contribute to the establishment of business linkages among potential agricultural cooperatives and farmers organization, including women cooperatives, and MSMEs owned by women.

By aligning with these strategic frameworks and building on existing initiatives, this project aims to create a sustainable impact on MSME digital adoption in the agriculture and agribusiness sectors. It will contribute to economic growth, rural development, and food security in the region, while ensuring gender equality and social inclusion. Insights and lessons learned from this project will inform the development of similar initiatives for other sectors, ensuring a broader impact on the region's overall digitalization efforts.

c. Stakeholders and Beneficiaries

The stakeholders and beneficiaries of the project include:

MSME Promotion Agencies: These agencies will be directly involved in the project's implementation, benefiting from capacity-building initiatives to better support digital adoption among MSMEs. They will be empowered with enhanced knowledge and skills to support MSMEs. Their capacity to design and implement digital adoption programs will be significantly strengthened.

BDS: BDS providers will be key stakeholders and beneficiaries, acting as intermediaries and enablers to support MSMEs in agriculture and agribusiness. They will receive capacity-building support to enhance their ability to provide advisory, training and other services that facilitate digital adoption. By collaborating with MSME promotion agencies, trade promotion agencies, and other entities, BDS will play a critical role in designing and rolling out inclusive initiatives to support MSMEs throughout their digitalisation journey.

MSMEs in Agriculture and Agribusiness Sectors: These enterprises are the primary beneficiaries, receiving training and support from MSME promotion agencies, trade promotion agencies, business associations, and farmer groups to enhance their digital capabilities.

Women-owned MSMEs and MSME employing and/or befitting Female Farmers, Farmers with Disabilities, and those from Disadvantaged Groups: The project will focus on assessing the barriers and needs of these groups and, subsequently, providing inclusive support, ensuring they have access to digital tools and technologies. They are direct beneficiaries who will receive targeted support, ensuring they benefit from digital tools and technologies, leading to improved livelihoods and economic opportunities.

Respective Government Ministries and Agencies: Including those responsible for agriculture, trade, and digital transformation, which will provide policy support and align the project with national and regional strategies. They will benefit from

evidence to inform more effective policy frameworks and a better understanding of the digital needs of MSMEs in the agriculture and agribusiness sectors, leading to more effective and targeted interventions.

Trade Promotion Agencies, Business Associations, and Farmer Groups: Like MSME Promotion Agencies, these entities will participate and benefit from capacity-building initiatives to strengthen their organisational capacities so they can better support digital adoption among MSMEs. In addition, these entities can also act as intermediaries, helping to disseminate project outputs and support MSMEs in their digital transformation.

Media: Media will play a role in raising awareness about the project and promoting the importance of digital adoption among MSMEs. They will influence public perception and awareness, promoting the importance and benefits of digital adoption in the MSME sector.

Private Sector Technology Providers, Academic Institutions, and Civil Society Organisation: Will be engaged by MSME promotion agencies as informed by the assessment findings. These entities will be engaged to leverage on their potential role in supporting and sustaining digital adoption efforts of targeted MSMEs.

II. Needs and Objectives

The goal of the project is to transform and enhance the productivity, global competitiveness, and inclusivity of MSMEs in the agriculture and agribusiness sectors of CLMV countries and Timor-Leste through comprehensive digital adoption, thereby contributing to sustainable and inclusive economic growth, economic resilience, food security, and equitable rural development across the region.

To contribute to the above long-term goal, the project will specifically aim to achieve the following:

1. **Strengthen evidence-based policymaking of relevant CLMV and Timor-Leste government agencies** to create an enabling policy environment for digitalisation of MSMEs in the agriculture and agribusiness sectors.
2. **Enhance the capacity of MSME and trade promotion agencies, BDS, business associations, and farmer groups** to:
 - a. Design comprehensive initiatives that support MSMEs in the agriculture and agribusiness sectors throughout their digitalisation journey, including engaging technology companies, academic institutions, and civil society organisations in supporting these initiatives.
 - b. Design and roll-out inclusive local training programs that address the specific needs of MSMEs identified in the assessment, including addressing specific adoption barriers faced by women-owned MSMEs and MSMEs employing and/or benefitting marginalized or highly vulnerable groups (e.g., women farmers, farmers with disabilities, and those from disadvantaged communities)
3. **Increase awareness and knowledge** among MSMEs in agriculture and agribusiness, about the benefits and importance of digital tools through targeted training and informational campaigns.

4. **Improve digital skills** among MSME owners and employees, including those from women-owned MSMEs and MSMEs benefitting disadvantaged groups, who will receive structured training programs and mentoring support designed to build basic to intermediate digital competencies.
5. **Improve digital adoption** among participating MSMEs as they start to apply their new knowledge and skills gained from the training program.

III. Outputs and Deliverables

The following is the envisaged list of deliverables under this Project:

1. Inception Report

The Inception Report will outline the project's approach, scope, review and evaluation questions, methodology, detailed work plan and timeline, stakeholder engagement and consultation plan, and implementation arrangements.

2. Comprehensive Assessment:

Conduct a detailed assessment of the current state of digital adoption among MSMEs in the agriculture and agribusiness sectors across CLVM countries and Timor-Leste. The assessment will:

- Identify country-specific internal and external barriers and opportunities for digital adoption.
- Examine the specific needs of women-owned MSMEs and those employing or benefitting marginalized or highly vulnerable groups such as women farmers, farmers with disabilities, and those from disadvantaged backgrounds.
- Develop and apply a set of criteria and a sampling approach to identify specific sub-sectors within the broader agriculture and agribusiness sectors to assess. The selection process will consider:
 - a) economic significance of the sub-sectors in CLMV countries and Timor-Leste;
 - b) potential for digital adoption and readiness within these sub-sectors;
 - c) challenges and opportunities specific to each sub-sector; and
 - d) alignment with national or regional priorities in agriculture and agribusiness.

3. Stakeholder Mapping and Engagement:

As part of the assessment, conduct a stakeholder mapping and develop engagement plans. This will guide MSME and trade promotion agencies, BDS, business associations, and farmer groups in establishing partnering with private sector technology providers, academic institutions, and civil society organizations to ensure more sustainable and broad-based support for MSME digital adoption efforts.

4. Policy and Programmatic Recommendations:

Based on assessment findings, develop actionable policy and programmatic recommendations for relevant ministries and policymakers in CLMV and Timor-Leste. These will focus on strengthening mechanisms to promote and facilitate MSME digital adoption—particularly in agriculture and agribusiness—and improving support strategies tailored to national contexts.

5. Regional Workshop for Knowledge Sharing, Networking, and Partnership Building: Mid-Project Workshop

Organize a regional workshop to share key findings and policy recommendations from the assessment. Invite stakeholders identified through the mapping process—including private sector technology firms, academic institutions, and civil society organizations—and present the planned implementation approach. The workshop will facilitate networking and partnership building to support subsequent project phases.

Capacity Building Workshops:

Design and conduct tailored workshops for MSME promotion agencies, BDS providers, trade associations, farmer institutions, and other relevant stakeholders in CLMV countries and Timor-Leste. These workshops aim to:

- Strengthen institutional capacities to design and implement more comprehensive MSME support programmes;
- Enhance the ability of institutions to train and assist MSMEs in adopting digital tools and practices, drawing on needs identified during the assessment.

Workshops will be grouped by development status for tailored content:

- **Group 1:** Cambodia, Lao PDR, and Myanmar
- **Group 2:** Viet Nam
- **Group 3:** Timor-Leste

To ensure inclusivity and accessibility:

- Workshops will be conducted in local languages, with English as the primary language in Group 1 and translation provided as needed.
- All workshop materials (presentations, handouts, toolkits, and reports) will be available in both local languages and English to promote regional knowledge sharing.
- Locations will be selected for convenience and cost-efficiency (e.g., Bangkok, Phnom Penh, or Vientiane).

Monitoring and evaluation will include pre- and post-workshop assessments, feedback surveys, and follow-up activities to ensure effectiveness and sustained impact.

7. Targeted Training Programs:

Develop and deliver MSMEs training programs in English and local languages for MSMEs in agriculture and agribusiness. These programs will (1) raise awareness about the benefits of digital tools, (2) build basic digital competencies, and (3) ensure accessibility and relevance for women farmers, farmers with disabilities, and individuals from disadvantaged groups.

8. End-of-Project Workshop

Organize a final regional workshop to present comprehensive project results, highlight successful strategies and case studies, and foster dialogue on lessons learned and future initiatives.

9. Project Completion Report

Prepare a final report that documents all completed activities and outputs, assesses project implementation and management, captures key lessons learned, and provides recommendations for follow-on initiatives, if any.

IV. Deliverables and Activities

Output/ Deliverable	Activity/ Task	Person Working Days	Tentative Completion Date	Timeline													Responsible Entity
				M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	
Inception Report	Conduct Project kick-off meeting	15 days															Consultant, in coordination with the Ministry of Industry and Commerce, Lao PDR, and IAI & NDG Div
	Conduct initial desk review and stakeholder consultations																
	Develop the overall approach, conceptual framework, detailed work plan, and management plan.																
	Prepare and finalise project inception report		July 2025														
Comprehensive Assessment	Collect data through surveys, interviews, focus groups, and virtual country-level workshops in CLMV countries and Timor Leste.	90 days															Consultant, in coordination with the Ministry of Industry and Commerce, Lao PDR, and IAI & NDG Div
	Assess barriers to digital adoption, identify gender-specific and sub-sector challenges, and map opportunities																
	Prepare and submit draft assessment reports for feedback.																
	Finalise assessment reports		October 2025														
Stakeholder Mapping and Engagement Plan	Conduct stakeholder mapping to identify key players, including government agencies, private sector, and civil society.	25 days															Consultant, in coordination with the Ministry of Industry and Commerce, Lao PDR, and IAI & NDG Div
	Develop engagement plans to foster partnerships for MSME digital adoption initiatives.																
	Present findings during the Regional Workshop (mid-project).																
	Finalise stakeholder mapping and engagement plan		November 2025														

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Output/ Deliverable	Activity/ Task	Person Working Days	Tentative Completion Date	Timeline													Responsible Entity
				M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	
Policy and Programmatic Recommendations	Draft policy briefs and recommendations based on assessment findings.	20 days															Consultant, in coordination with the Ministry of Industry and Commerce, Lao PDR, and IAI & NDG Div
	Finalize policy recommendations, based on inputs from relevant ministries and stakeholders, and disseminate during the Regional Workshop.		January 2026														
Regional Workshop Report	Plan and organize a mid-project workshop to present assessment findings and policy recommendations.	10 days															Consultant, in coordination with the Ministry of Industry and Commerce, Lao PDR, and IAI & NDG Div
	Prepare and finalise the workshop report		February 2026														
National Capacity-Building Workshops	Design national workshops for MSME and trade promotion agencies, business associations, and farmer groups, focusing on strengthening institutional capacity and supporting MSME digitalization.	80 days															Consultant, in coordination with the Ministry of Industry and Commerce, Lao PDR, and IAI & NDG Div
	Adapt training materials to each country's specific context and translate them into Khmer, Lao, Burmese, Vietnamese, and Tetum.																
	Conduct national workshops, in-person and virtual sessions																
	Prepare and finalise the workshop reports		April 2026														Consultant, in coordination with the Ministry of Industry and Commerce, Lao PDR, and IAI & NDG Div

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Output/ Deliverable	Activity/ Task	Person Working Days	Tentative Completion Date	Timeline													Responsible Entity
				M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	
Targeted Training Programs	Develop and implement targeted training programs for MSMEs, addressing barriers faced by women and marginalized groups.	80 days															Consultant, in coordination with the Ministry of Industry and Commerce, Lao PDR, and IAI & NDG Div
	Gather insights feedback and refine training modules.																
	Prepare and finalise training report, including recommendations for scaling and improving future training programs.		May 2026														
End-of-Project Workshop	Design, prepare and conduct End-of-Project Workshop	20 days															Consultant, in coordination with the Ministry of Industry and Commerce, Lao PDR, and IAI & NDG Div
	Prepare and finalise workshop report summarizing key achievements, challenges, next steps; highlighting case studies and stakeholder inputs; and providing recommendations for scaling and replication.		June 2026														
Project Completion Report	Prepare and finalise project completion report	1 day	July 2026														Consultant

* The number of person working days is intended to indicate the amount of relative effort required to deliver the corresponding outputs/deliverables. The calculation assumes of five (5) person days per week. The actual time will be agreed upon in negotiation with the successful bidder.

Project Management

The project will be funded through the Aus4ASEAN Futures – Economic and Connectivity (ECON) program and managed by the Ministry of Industry and Commerce of Lao PDR and the Initiative for ASEAN Integration and Narrowing the Development Gap (IAI&NDG) Division of the ASEAN Secretariat. The contractor should be responsible for achieving the outputs and deliverables, including preparing and organising the scheduled activities, in close consultation and collaboration with the host country(s) and the ASEAN Secretariat.

All reporting will be prepared and submitted based on Australia for ASEAN Futures (Aus4ASEAN Futures) Guidelines for Contractors as mentioned in **Section III (Output)** above.

V. Scope of Services

The consultancy will be undertaken over a **continuous effective period of 13 calendar months** with approximately **341 person working days** of various professional services. Work will need to commence immediately after contract signing.

VI. Qualifications

In their proposal, bidders should demonstrate the following qualifications and expertise:

1. Digitalization and MSME Development Expertise

- Proven experience in designing and implementing initiatives that support MSME digital transformation, particularly in the agriculture and agribusiness sectors.
- Demonstrated knowledge of digital tools, platforms, and technologies relevant to smallholder farmers and agribusiness MSMEs in developing country contexts.

2. Inclusive Economic Development and Gender-Sensitive Programming

- Strong expertise in inclusive economic development, with a track record of supporting women-owned MSMEs, persons with disabilities, and other marginalized or vulnerable groups.
- Evidence of integrating gender equality, disability, and social inclusion (GEDSI) considerations into assessment, policy, and capacity-building initiatives.

3. Research, Assessment, and Policy Development

- Experience conducting comprehensive assessments, sectoral studies, and market analysis in ASEAN Member States (particularly CLMV countries) and Timor-Leste.
- Demonstrated capacity to deliver sound, evidence-based policy and programmatic recommendations aligned with national and regional priorities.

4. Stakeholder Engagement and Institutional Strengthening

- Strong capabilities in stakeholder mapping, engagement planning, and facilitating partnerships between MSMEs and institutions such as trade agencies, BDS providers, private technology firms, civil society, and academia.
- Experience delivering institutional capacity building and technical assistance to government agencies and intermediary organizations.

5. Workshop and Training Design & Delivery

- Proven ability to design and deliver tailored workshops and training programs for a diverse set of stakeholders, including MSME support institutions and farmers.

- Experience conducting training in multiple formats (in-person, hybrid, virtual) and in local languages, with appropriate translation and localization of materials.

6. Monitoring, Evaluation, and Learning (MEL)

- Expertise in designing and applying MEL systems and tools, including pre- and post-training assessments, participant feedback mechanisms, and results tracking to measure effectiveness and impact.

7. ASEAN and Regional Experience

- Demonstrated understanding of ASEAN's institutional frameworks and processes, including familiarity with regional cooperation on MSME development, digital economy, and agriculture.
- Experience working in CLMV countries and Timor-Leste, with sensitivity to local contexts, institutional environments, and capacity levels.

8. Communication and Knowledge Product Development

- Strong written and oral communication skills in English; experience developing multilingual knowledge products, reports, toolkits, training materials, and advocacy content for diverse audiences.

9. Project Management and Reporting

- Proven track record in managing complex, multi-country assignments with clear implementation plans, team coordination, risk mitigation, and timely delivery of high-quality outputs.

10. Multidisciplinary Team Composition

A well-balanced team that includes expertise in:

- Digitalization and ICT for development
- MSME development in agriculture and agribusiness
- Gender and social inclusion
- Policy research and analysis
- Capacity building and adult learning
- Monitoring and evaluation
- Regional experience in CLMV and Timor-Leste

VII. Bidding

Interested firms or Joint Ventures/ Consortium/ Association (JVCA) are invited to submit a proposal in response to these Terms of Reference. This proposal should be divided into two parts: **Technical** and **Financial components**; and submitted in two separate emails.

The **Technical component** should present the following information:

- › A brief statement indicating the tenderer's understanding of the needs of the project.
- › A brief analysis of key issues.
- › A methodological discussion of how the tenderer proposes to address those needs including assessment of key issues, analytical strategies that will underlie the project, specific techniques to be utilised, and practical discussion of possible limitations in carrying out the project.
- › A detailed work plan that specifies activities to be undertaken, expected outputs and deliverables, resources to be utilised and timing.
- › Staffing and management plan.
- › A suggestion on how measures will be taken to ensure the future sustainability of the outcomes of the project.

- › Brief discussion of the firm/JVCA's past experience in undertaking similar work and brief summaries of all projects undertaken.
- › Cover Letter for Technical Proposal (see **Form A** annexed to this document).
- › Tenderer Information and Completed Tenderer Registration Form (see **Form B** of this document), including a set of the following documents: company profile; business name registration issued by an appropriate government agency; authority of signatory; valid business permit and other appropriate licenses; taxpayer identification number; and latest audited financial statements.
- › Joint Venture/Consortium/Association Information (only if the proposal is submitted as such) – see **Form C** of this document.
- › Tenderer Declaration (see **Form D** of this document).
- › Tenderers should use the Technical Proposal Format (see **Form E** annexed to this document). Examples of previous work and a list of referees should be included in the Technical Proposal.
- › CVs of all proposed experts (see **Form F** of this document).

The Technical Proposal shall not include any price or financial information. A technical proposal containing material with financial information may be declared non-responsive.

The **Financial Proposal** should specifically include:

1. Cover Letter for Financial Proposal (see **Form G** annexed to this document) including the password for accessing the Financial Proposal. Please note that this is a mandatory requirement for consideration in this tender,
2. Professional fees of expert(s).
3. Management and/or operational fees (if any), which include all costs incurred by the person/entity/company for internal coordination, communication, travel, and any other associated project management costs.
4. Applicable taxes such as value-added tax (VAT), good and services tax (GST), Pajak Pertambahan Nilai (PPN), and income tax. The total amount quoted in the financial component must include all applicable taxes. Additional amounts not specified in the financial component will not be included in the contract. See Section XI point 5 for an additional note on tax liability.
5. Tenderers should use the Financial Proposal Format (see Form H of this document). Please ensure that the Financial Proposal is password-protected and include the password in your submission.

The quoted price in the Financial Proposal shall only be in US dollars.

Activity costs for experts and participants, such as reimbursable expenses for airfare, other travel costs, and daily subsistence allowance for workshops, meetings, and all other agreed activities, do not need to be included in the Financial Component. These items will be discussed with the preferred contractor during the finalisation of the scope of services. Costs will be based on prevailing ASEC rates.

The proposal should be valid for at least one hundred eighty (180) days starting on the closing date of this tender announcement.

All documents submitted shall be in English. Otherwise, it will not be considered.

VIII. Submission of Bid

Tenderers shall send their Technical Proposal and Financial Proposal via two separate emails, attaching the respective cover letters and materials specified in Section VIII above and other supporting documents to tender@aus4aseanfutures.org and aus4aseanfutures@asean.org, no later than **29 June 2025 at 23:59 Jakarta time (GMT +7)**. Large documents (>5MB) can be submitted in parts through several emails. **Late and/or incomplete submissions will be disqualified.**

Tenderers shall use the following email subjects when separately submitting their technical and financial proposals:

- › Technical Proposal_"IAI Digital Adoption"_Name of Vendor
- › Financial Proposal_"IAI Digital Adoption"_Name of Vendor

For Frequently Asked Questions (FAQ), please visit <https://www.aus4aseanfutures.org/tender-frequently-asked-question/>.

Any queries on the TOR should be sent by email to query@aus4aseanfutures.org before **20 June 2025 at 23:59 Jakarta time (GMT +7)**. Please use the subject line: **"Query: IAI Digital Adoption"**

Response to received queries will be published at Aus4ASEAN Futures' website (<https://www.aus4aseanfutures.org>). No individual responses or replies will be provided for queries. Please check the page regularly for updates.

IX. Additional Notes on Terms and Conditions of the Project

1. Any future studies/reports/analysis in any form of intellectual property rights (including but not limited to patents, copyright, and any related rights) submitted by the Contractor to ASEAN arising out of or in connection to the services performed by the Contractor to ASEAN shall belong to ASEC under the name of **ASEAN** only.
2. Successful tenderers shall agree to be bound and sign the Special Services Agreement (SSA) with all requirements under the terms and conditions provided therein, including but not limited to the Australia for ASEAN Futures Guidelines for the Contractors attached to the SSA.
3. SSA can only be signed with the registered tenderers as stated in Form A (see Annex). It is not possible for other entities or subsidiaries of the registered tenderers to sign the SSA on behalf of the registered tenderer.
4. Tenderers shall not initiate or engage in any work under this project before the SSA is duly signed.
5. As an intergovernmental organisation, ASEAN shall not be responsible for any tax(es), levy, tax claim, or any tax liability that may be imposed by any law in

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relation to any amount payable by the ASEAN Secretariat. This means that the ASEAN Secretariat has no tax identification, is tax-exempt (including withholding tax) and is a non-tax withholding entity. ASEAN Secretariat will provide proof of tax-exemption status to the contractor, as needed.

PROPOSAL FORMS

Form A. Cover Letter for Technical Proposal

Form B. Tenderer Information

Form C. Joint Venture/ Consortium/ Association Information

Form D. Tenderer's Declaration

Form E. Technical Proposal (of up to 50 pages on an A4-sized page)

Form F. Specified Personnel's Curriculum Vitae (of up to four pages for each CV)

Form G. Cover Letter for Financial Proposal

Form H. Financial Proposal (password-protected)

PROPOSAL CHECKLIST FOR THE COMPLETENESS OF DOCUMENTS SUBMITTED

Checklists must be used to ensure that all tender documentation has been provided. Checklists must be included in both emails of proposals.

Technical Proposal

No	Description	Checklist
1	Proposals are submitted in two separate emails (softcopy)	
2	Title of the tender shall be put in each email as follows: > Technical Proposal_Title of Tender_Name of Vendor > Financial Proposal_Title of Tender_Name of Vendor	
3	Technical Proposal:	
	> Form A. Cover Letter for Technical Proposal	
	> Form B. Tenderer Information and other supporting documents, such as:	
	○ Scanned Copy of Company Legal Documents (if applicable), i.e. ▪ Business Name Registration (Trade Register) ▪ Valid Business Permit ▪ Tax Identification Number ▪ Latest audited financial statements (for the company) – if applicable	
	> Company Profile	
	> Authority of signatory	
	> Form C. Joint Venture/ Consortium/ Association Information (if applicable) <i>*In the case of Joint Venture (JV), the letter of intent to form a legally enforceable JV, including a draft agreement or JV agreement (see Form C)</i>	
	> Form D. Tenderer's Declaration	
	> Form E. Technical Proposal (of up to 50 pages on an A4-sized page, including a list of references)	
	> Form F. Specified Personnel's CV (with each CV up to four pages)	
4	Financial Proposal:	
	> Form G. Cover Letter for Financial Proposal and password for the Financial Proposal	
	> Form H. Financial Proposal:	
	○ Bid Amount ○ Payment Schedules	

Form A: Cover Letter for Technical Proposal

[On company letterhead]

[Location, Date]

To:
Procurement Team
Australia for ASEAN Futures Initiative
ASEAN Secretariat
Jl. Sisingamangaraja 70a, Jakarta Selatan
Indonesia 12110

Dear Sir/ Madam,

We, the undersigned, offer to provide the Services for *(Insert RFP Title)* dated *(Insert Date)*. We are hereby submitting our proposal, which includes this Technical Proposal, and a Financial Proposal sent in a separate password-protected file through electronic submission.

Our proposal shall be valid and remain binding upon us for the period of time specified in the RFP Documents and subject to the modifications resulting from Contract negotiations. We acknowledge and accept your right to inspect and audit all records relating to our proposal irrespective of whether we enter into a contract with ASEAN as a result of this proposal or not.

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorised Signature
Name and Title of Signatory:
Date:
Name of Firm:
Address:
(Stamp with the official stamp of the Tenderer)

Form B: Tenderer Information

Tenderer's legal name	
In the case of a Joint Venture, Consortium, or Association - The legal name of each party	
Tenderer's type of organisation	<i>(For example, sole trader / public limited company/ private company)</i>
Tenderer's Country of Registration, Constitution, or Incorporation	
Tenderer's Year of Registration, Constitution, or Incorporation	
Tenderer's legal address in the Country of Registration, Constitution, or Incorporation	
Registration no./Deed of organisation: (if applicable)	
Tenderer's authorised representative information:	Name: Address: Telephone: Email Address:
Organisation chart	Attach the organisation chart to this form as an option.
List of management names and position	

Please attach:

- › Articles of Incorporation or Registration of the designated firm and information on its capital structure (Trade Register).
- › In the case of a Joint Venture (JV), the letter of intent to form a legally enforceable JV, including a draft agreement or JV agreement (see Form C).
- › Organisation chart of the company and list of current staff
- › Latest audited financial statements (if applicable)

Form C: Joint Venture/ Consortium/ Association Information (if applicable)

Name of Tenderer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
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This is to be completed and returned with your proposal if the proposal is submitted as a Joint Venture/ Consortium/ Association (JVCA).

No	Name of Partner and contact information (address, telephone numbers, fax numbers, email address)	Proposed proportion of responsibilities (in %) and type of services to be performed
1	Click or tap here to enter text.	Click or tap here to enter text.
2	Click or tap here to enter text.	Click or tap here to enter text.
3	Click or tap here to enter text.	Click or tap here to enter text.

Name of leading partner (With authority to bind the JVCA during the RFP process and, in the event a Contract is awarded, during contract execution)	Click or tap here to enter text.
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We have attached a copy of the below-referenced document signed by every partner, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture:

☐ Letter of intent to form a JVCAOR ☐ JVCA agreement.

We hereby confirm that if the contract is awarded, all parties of the JVCA shall be jointly and severally liable to _____ for the fulfilment of the provisions of the contract.

Name of partner: _____ Signature _____ Date: _____	Name of partner: _____ Signature _____ Date: _____
Name of partner: _____ Signature _____ Date: _____	Name of partner: _____ Signature _____ Date: _____

Form D: Tenderer's Declaration

Name of Tenderer	Click or tap here to enter text.	Date	Click or tap to enter a date.
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On behalf of our firm, its affiliates, subsidiaries and employees, including any JV / Consortium / Association (JVCA) members or subcontractors or suppliers for any part of the contract.

Yes	No	
☐	☐	Requirements and Terms and Conditions: I/We have read and fully understand the RFP. I/We confirm that the Tenderer has the necessary capacity, capability and necessary licenses to fully meet or exceed the requirements and will be available to deliver throughout the relevant contract period.
☐	☐	Ethics: In submitting this proposal, I/we warrant that the Tenderer has not entered into any improper, illegal, collusive or anti-competitive arrangements with any competitor; has not directly or indirectly approached any representative of ASEAN Entities, ASEAN Secretariat, Aus4ASEAN Futures (other than the point of contact) to lobby or solicit information in relation to the RFP; has not attempted to influence, or provide any form of personal inducement, reward or benefit to any representative of the buyer.
☐	☐	I/We confirm to not engage in proscribed practices, or any other unethical practice, with the ASEAN Secretariat or any other party and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the ASEAN Secretariat and the Australian Government.
☐	☐	Child Protection and the Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH): I/We confirm that we have read DFAT policies on child protection http://dfat.gov.au/about-us/publications/Pages/child-protection-policy.aspx and Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) https://www.dfat.gov.au/international-relations/themes/preventing-sexual-exploitation-abuse-and-harassment/Pages/default and will adhere to them.
☐	☐	Conflict of interest: I/We warrant that the Tenderer has no actual, potential or perceived conflict of Interest in submitting this proposal or entering into a contract to deliver the requirements. Where a conflict of interest arises during the RFP process, the Tenderer will report it immediately to the Procuring Organisation's Point of Contact.
☐	☐	Collusive Tendering: I/We declare that our firm, its affiliates or subsidiaries or employees, including any JVCA members or subcontractors or suppliers for any part of the contract, have no knowledge of the technical or financial tender of any other tenderer when they submit their tender. We also declare that we have not and will not

Terms of Reference

Supporting Initiative for ASEAN Integration:
Enhancing Digital Adoption in Agriculture and Agribusiness MSMEs

Yes	No	
		disclose any of the details of our tender submission to any other person or organisation prior to the closing date for the RFP.
☐	☐	Prohibitions, Sanctions: I/We hereby declare that our firm, its affiliates or subsidiaries or employees, including any JVCA members or subcontractors or suppliers for any part of the contract not on any list of sanctioned parties issued by any Australian Government institution, World Bank, ASEAN Development Bank, UN agencies, European Union and others, and not blacklisted by any local/ international organisation, Government/ semi-government department, NGO or any other company/ organisation.
☐	☐	I/We do not employ, or anticipate employing, any person(s) who is, or has been convicted for an offence concerning professional conduct or guilty of grave professional misconduct (proven by any means which the contracting authorities can justify) or have been convicted of an offence of, or relating to bribery of a public official, nor are they subject to any proceedings which could lead to such a conviction.
☐	☐	Bankruptcy: I/We have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against us that could impair our operations in the foreseeable future.
☐	☐	Proposal Validity Period: I/We confirm that this proposal, including the price, remains open for acceptance for the proposal validity period.
☐	☐	I/We understand and recognise that you are not bound to accept any proposal you receive.
☐	☐	By signing this declaration, the signatory below represents, warrants and agrees that he/she has been authorised by the Organisation/s to make this declaration on its/their behalf.

Authorised Signature

Name and Title of Signatory:

Date:

Name of Firm:

Address:

(Stamp with the official stamp of the Tenderer)

Form E: Technical Proposal

Consultant's general information - to be submitted together in the Technical Proposal

Name of Assignment

Tenderer's Organisation or Person

Address

Contact Person and Title/Position

Email

Telephone

Mobile Phone

**Business Name
Registration**

Tax Registration Number

**Indicate the number of
years involved in similar
business/work**

Date

I. Consultant's Organisation and Experience

1.1. Organisational capability

Outline general organisational capability that is likely to affect the performance of the TOR, such as size of the organisation, in-house expertise, strength of project management support, networks, etc.

1.2. Relevant experience

Include a description of past and present experiences and relationships that have a direct relationship to the performance of the TOR. Include relevant collaborative efforts in which the organisation may have participated. Detail any specialised knowledge that may be applied to the performance of the TOR. Include experience working with the ASEAN Member States and/or the ASEAN Secretariat.

1.3. Quality assurance procedures

Describe the potential risks for the performance of the TOR that may impact the achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks. Provide certificate (s) for accreditation of processes and policies, e.g., ISO.

1.4. Extent to which the work will be subcontracted.

Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors. Special attention should be given to providing a clear picture of the roles, responsibilities, reporting lines, and accountability.

1.5. Customer/Previous Work Reference

Please list references of three (3) clients/ customers for whom the Tenderer has provided similar service.

Customer/Previous Work Details	
Company name	
Company address	
Telephone number	
Contact person and Position/Title	
Email address	
Project title and brief description	

Customer/Previous Work Details	
Company name	
Company address	
Telephone number	
Contact person and Position/Title	
Email address	
Project title and brief description	

Customer/Previous Work Details	
Company name	
Company address	
Telephone number	
Contact person and Position/Title	
Email address	
Project title and brief description	

II. Comments and/or Suggestions on the Terms of Reference

Please feel free to present and justify any modifications to the Terms of Reference your firm/organisation would like to propose in order to perform the assignment more effectively. If there are such suggestions, they should be incorporated into your proposal.

III. Description of Approach and Methodology

Provide a description of the organisation's approach, methodology, and timeline for how the organisation will achieve the TOR, including:

- › The assessment criteria the Assessment will use, the questions the Assessment should answer, and how the criteria and questions relate. These will include any additional issues identified by the assessor with regard to those mentioned in the ToR.
- › For each criterion, methods of collecting data/information and specific sources of data.
- › If appropriate to the Assessment, the proposed criteria for sampling and rational, and the proposed sample.
- › Describe in detail the ways data will be collected, including instruments.

IV. Work Plan

A work plan for data collection, analysis, reporting, and their milestones. **The timelines mentioned in the ToR may be confirmed.** Please detail the proposed quality assurance method, including who will do the quality assurance for the products of the Assessment and which instrument will be linked (e.g., Assessment proposal, inception report, data collected and analysed, draft report). It should also include a description of how comments and corrections received from main stakeholders will be handled. Please provide a brief description of each team member and a statement of how team members complement each other to meet the knowledge and skills needs of the assignment.

V. Quality Assurance

Please detail the proposed quality assurance method, including who will do the quality assurance for the products of the Assessment and which instrument will be linked (e.g., Assessment proposal, inception report, data collected and analysed, draft report). It should also include a description of how comments and corrections received from main stakeholders will be handled.

VI. Team Composition and Task Assignments

Please provide a brief description of each team member and a statement of how team members complement each other to meet the knowledge and skills needs of the assignment. Additionally, please provide the information requested in the table below.

VII. Work Schedule and Planning

No	Deliverables ¹	Months											
		1	2	3	4	5	6	7	8	9		n	TOTAL
D-1	{e.g., Deliverable #1: Report A												
	1) data collection												
	2) drafting												
	3) inception report												
	4) incorporating comments												
	5) delivery of the final report to ASEAN through ASEC}												
D-2	{e.g., Deliverable #2:.....}												

1. List the deliverables with the breakdown for activities required to produce them and other benchmarks such as ASEAN's approvals. For phased assignments, indicate the activities, delivery of reports, and benchmarks separately for each phase.
2. The duration of activities shall be indicated in the form of a bar chart.
3. Include a legend, if necessary, to help read the chart.

VIII. Team Composition, Assignment, and Inputs

No.	Name	Expert's input in person weeks for each deliverable							Total time-input (in person week)		
		Position		D1	D2	D3	D4	D5	Home	Field	Total
Key Experts											
1.	Mr/Ms. Example	Team Leader	Home	2.0 w	0.5 w	1.0 w	1.0 w	0.5 w	5 weeks	7 weeks	12 weeks
			Field	3.0 w	1.0 w	1.0 w	1.0 w	1.0 w			
2.											
3.											
Sub Total											
Non-Key Experts											
1.			Home								
			Field								
2.											
3.											
Sub Total (days)											
Total (days)											

1. For Key Experts, the input should be indicated individually for the same positions as required.
2. Weeks are counted from the start of the assignment/mobilisation. One (1) week equals five (5) working (billable) days. One working (billable) day shall be not less than eight (8) working (billable) hours.
3. "Home" means work in an office in the expert's country of residence.
"Field" work means work carried out in any other country outside the expert's country of residence.

Form F. Specified Personnel's Curriculum Vitae

CURRICULUM VITAE (CV)

Position Title	{e.g., TEAM LEADER}
Name of Expert:	{Insert full name}
Date of Birth:	{day/month/year}
Country of Citizenship/Residence	

Education:

List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained

Employment record relevant to the assignment:

Starting with the present position, list in reverse order. Please provide dates, the name of the employing organization, the titles of positions held, the types of activities performed, the location of the assignment, and the contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
[e.g., May 2005-present]	[e.g., Ministry of, advisor/consultant to... For references: Tel...../e-mail.....; Mr. Hbbbbb, deputy minister]		

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work):

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts: <i>List all deliverables/tasks in which the Expert will be involved</i>	Reference to Prior Work/Assignments that Best Illustrate Capability to Handle the Assigned Tasks

Expert's contact information: (e-mail, phone.....)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by ASEAN.

Name of Expert
Date

Signature

Name of authorized
Date
Representative of the Consultant
(the same who signs the Proposal)

Signature

Form G: Cover Letter for Financial Proposal [On company letterhead]

[Location, Date]

To:
Procurement Team
Australia for ASEAN Futures Initiative
ASEAN Secretariat
Jl. Sisingamangaraja 70a, Jakarta Selatan
Indonesia 12110

Dear Sir/ Madam,

We, the undersigned, offer to provide the Services for **(Insert RFP Title)** dated **(Insert Date)**. We are hereby submitting our proposal, which includes a Technical Proposal sent in a separate file, and this Financial Proposal through electronic submission. The password for this financial proposal (****)

Our attached Financial Proposal is for the sum of **(Insert amount in words and figures)**.

Our proposal shall be valid and remain binding upon us for the period of time specified in the RFP Documents and subject to the modifications resulting from Contract negotiations. We confirm that the amount stated above is inclusive of GST/ VAT and other applicable taxes. We acknowledge and accept your right to inspect and audit all records relating to our proposal irrespective of whether we enter into a contract with ASEAN as a result of this proposal or not.

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorised Signature
Name and Title of Signatory:
Date:
Name of Firm:
Address:
(Stamp with an official stamp of the Tenderer)

Form H: Financial Proposal

I. Cost Breakdown by Professional Fee

#	Team Member	Role in project	Daily Rate	# of days	Total professional fees
1	Name 1				
2	Name 2				
3	Name 3				
4	...				
A	Total Professional Fees				
#	Other Expenses (if applicable)	Description	Item Cost	# of items	Total Other Expenses
1	Name 1				
2	Name 2				
3	Name 3				
4	...				
B	Total Other Expenses				
	GRAND TOTAL (A+B)				

II. Cost Breakdown by Deliverables

#	Deliverable	Description	# of days	Total professional Fees	Total Other Expenses	Total Cost
1	Deliverable 1					
2	Deliverable 2					
3	Deliverable 3					
4	...					
	GRAND TOTAL					

Tenderers may include the Payment Schedule in the Financial Proposal.

III. Additional Notes (if any)