



ASEAN SECRETARIAT

Request for Proposal

Consultant for the End-Term Review of the ASEAN Work Plan on Sports 2021-2025 and Visioning Exercise of the Post-2025 ASEAN Cooperation on Sports

**PROPOSAL MUST BE RECEIVED BY
Monday, 23 June 2025**

DELIVER/MAIL PROPOSAL TO:
ASEAN Secretariat
Jl. Sisingamangaraja 70A
Jakarta 12110
Indonesia

Prepared by:	Education, Youth, and Sports Division
Date:	2 June 2025

1 EXECUTIVE SUMMARY

The ASEAN Work Plan on Sports 2021–2025 (AWP 2021–2025) serves as the region’s blueprint for strengthening cooperation in sport as a vehicle for socio-cultural development and solidarity across ASEAN. Building on the ASCC Blueprint 2015–2025 and lessons from the 2016–2020 cycle, it sets out five priority areas supported by 15 programmes and 36 key activities. Anchored in the 2013 Vientiane Declaration and the Kazan Action Plan (MINEPS VI, 2017), the Plan pursues the post-2020 vision “To strengthen cooperation towards an active ASEAN Community where sports grow with integrity and serve an essential means in advancing socio-cultural development and promoting peace.” Under the leadership of the ASEAN Senior Officials Meeting on Sports (SOMS-15), member states have advanced projects both bilaterally (through the SOMS + 1 mechanism with China and Japan) and regionally, and have now agreed to undertake an End-Term Review (ETR) in place of the originally planned mid-term review.

To capture lessons learned, document progress, and chart the way forward for the sector, SOMS has mandated End-Term Review of the ASEAN Work Plan on Sports. The ETR will employ a participatory, evidence-based approach to assess the impact of the ASEAN Work Plan on Sports 2021–2025. Drawing on KPI audits, flagship event case studies, and technical workshop with national sports councils and agencies, the Review will distil lessons which offer targeted recommendations on governance, safeguarding, and private-sector partnerships, and propose a modular framework to be integrated to the ASEAN Work Plan on Sports 2026–2030.

2 BACKGROUND AND CURRENT STATUS

The Association of Southeast Asian Nations (ASEAN) was founded in 1967 with the purpose of promoting regional cooperation in Southeast Asia, in the spirit of equality and partnership and thereby contribute towards peace, progress and prosperity in the region. ASEAN comprises ten (10) countries in Southeast Asia. It was proclaimed a Community through the “Kuala Lumpur Declaration on ASEAN 2025: Forging Ahead Together,” signed by the ASEAN Leaders during their 27th Summit, 2015. The ASEAN 2025 calls for the ASEAN Community in forging ahead together, and to work towards building a community that is politically cohesive, economically integrated and socially responsible.

The ASEAN Secretariat was established in 1976 by the Foreign Ministers of ASEAN with the basic function of providing greater efficiency in the coordination of ASEAN organs and for more effective implementation of ASEAN projects and activities. It is also envisioned to be the nerve center of a strong and confident ASEAN Community that is globally respected for acting in full compliance with its Charter and in the best interest of its people.

The ETR will assess the Work Plan's alignment with and contributions to the ASCC Blueprint and the ASEAN 2025 Vision and will also highlight gaps, challenges, and emerging good practices in the implementation of the work plan. These findings will be instrumental in shaping strategic recommendations for the development and operationalisation of the next cycle — the AWP on Sports 2026–2030. Furthermore, the project will support the implementation of ASEAN's post-2025 Vision and Strategic Plan.

3 SCOPE OF WORK

The Terms of References (TORs) for the vendor to carry out the project are attached as **Annex A**.

3.1 PROJECT OVERVIEW

The **End-Term Review (ETR) of the ASEAN Work Plan on Sports 2021–2025** aims to evaluate the effectiveness, coherence, and relevance of ASEAN's sports cooperation efforts over the past five years. It will assess progress across five strategic areas and 36 main activities, drawing on a mix of desk reviews, online data collection, stakeholder interviews, and regional workshops. The findings will inform the formulation of the new ASEAN Work Plan on Sports 2026–2030, aligning with the ASEAN Post-2025 Vision and the ASCC Strategic Plan 2045. The consultant will be responsible for designing and delivering a rigorous evaluation framework, collecting and analysing quantitative and qualitative data, facilitating workshops with SOMS and other stakeholders, and producing both the final ETR report and the draft of the next Work Plan. In addition, they will provide an inception report, progress updates, and a final project completion report.

Project Objective:

The project aims to assess the implementation of the AWP on Sports 2021-2025, document lessons learned and draw findings and recommendations to aid in developing the next AWP on Sports 2026-2030 as guided by the ASEAN Post 2025 Vision and its Strategic Plan.

Timeline:

No.	Activities	Tentative Timeline	Responsible Party
1	Finalisation of the Inception Report, including consultation with ASEC on the final work plan for the ETR and the Visioning Exercise	3 days (July 2025)	Consultant, in consultation with ASEC EYSD and SOMS
2	Desk review and online data collection (quantitative and qualitative) for the ETR including data consolidation, validation and analysis	14 days (July - August 2025)	Consultant
3	Development of draft ETR Report, integrating results of consultations with ASEC, SOMS and relevant stakeholders	5 days (September 2025)	Consultant
4	Preparation for the consultation and finalisation of the recommendation workshops (Output: workshop design)	2 days	Consultant
5	Workshop on finalisation of the Draft ETR (1 day workshop)	3 days (September 2025) including report preparation.	Consultant, ASEC, SOMS
6	Workshop on Development	3 days (September 2025)	Consultant

	of Draft AWP 2026-2030(1 day workshop)	September 2025 including report preparation.	
7	Finalising the ETR, Recommendations of Draft AWP on Sports 2026-2030.	4 days (September 2025)	Consultant, SOMS
8	Submission to SOMS for endorsement to AMMS (2 weeks)	October 2025	ASEC
9	Final editing and report finalisation. Graphic	4 days (October 2025)	Consultant
10	Project completion report preparation	2 days (October 2025)	Consultant, ASEC, SOMS
	Total No. of Days	40 consultant days	

Expected Services/Milestones from the Consultant:

- **Develop a comprehensive inception report (July 2025)**, including the overall methodology, detailed work plan, and risk assessment, in consultation with the ASEAN Secretariat and the SOMS.
- **Conduct desk reviews (August 2025)** of key ASEAN documents, progress reports, relevant international frameworks (e.g. Kazan Action Plan, SDGs), and prior work plans to establish context and baselines.
- **Collect and analyse quantitative and qualitative data (August 2025)** at both national and regional levels, using tools such as stakeholder interviews, surveys, and focus group discussions to assess relevance, effectiveness, efficiency, coherence, impact, and sustainability.
- **Facilitate inclusive consultations and validation workshops (September 2025)** with ASEAN Member States, sectoral focal points, sports organisations, Dialogue Partners, and other stakeholders to gather inputs and build consensus around findings and recommendations.
- **Draft and finalise a comprehensive End-Term Review (ETR) Report (September 2025)**, highlighting key achievements, challenges, lessons learned, and actionable recommendations tailored to the future needs of the sector.
- **Develop the draft ASEAN Work Plan 2026–2030 (September 2025)** for Sports, based on the ETR findings and regional consultations, with clear strategic priorities, programme areas, and performance indicators aligned with the ASEAN Post-2025 Vision.
- **Prepare and submit regular progress updates and deliver completion report (October 2025)** to the ASEAN Secretariat

Possible KPIs for the Consultant:

- **Timely submission of the Inception Report** (within the first 2 weeks), including a complete methodology, timeline, and risk assessment, to be approved by the ASEAN Secretariat and the SOMS.
- **Delivery of the Draft ETR Report** by the agreed timeline, incorporating comprehensive findings, case studies, and strategic recommendations.
- **Design and facilitation of regional consultation or validation workshops**, with active engagement from national and regional stakeholders, ensuring inclusive representation (including youth, women, and persons with disabilities).
- **Submission of the Draft Work Plan 2026–2030** for Sports that clearly reflects priorities, aligns with Post-2025 ASEAN Vision, and includes measurable outcomes and an implementation framework.
- **Final project completion and financial reports submitted on schedule**, with clear documentation.

3.2 PROJECT REQUIREMENTS

The Consultant should ideally possess the following qualifications:

- a. Demonstrated expertise in designing and implementing evaluations of programmes in regional/international organisations. *Please refer to appendix 2.*
- b. Demonstrated advanced professional experience in developing regional work plans and frameworks through participatory and inclusive processes by submitting the proposal based on the Term of Reference (TOR). Familiar with the work of ASEAN or similar intergovernmental organisation is an advantage; *Please refer to appendix 2.*
- c. Submit the timeline based on the requirement of the Term of Reference (TOR). *Please refer to Appendix 2*

4 RFP REQUIREMENTS PROCESS

4.1 PROPOSAL SUBMISSION INSTRUCTION

- a. All proposals must be submitted in English.
- b. **Vendors should not include any financial/cost data in the Technical Proposal, but only in the separate envelope titled Financial Proposal. Failure to adhere to this will lead to disqualification.**
- c. The proposal should be concisely presented and structured, and should explain in detail the Vendor's availability, experience and resources to provide the requested services.
- d. Proposals must be submitted by the Closing Date and Time, as indicated in the RFP.
- e. Proposals that are incomplete or do not address the required criteria may not be considered in the review process.
- f. All communications with regard to this RFP shall be in writing and send to:

Procurement Unit
Administration and General Affairs Division
ASEAN Secretariat
Email : procurement@asean.org

4.2. CLOSING DATE AND TIME OF SUBMISSION OF PROPOSALS

All proposals must be submitted not later than **Monday, 23 June 2025** by following options:

4.2.1. HARDCOPY

The Technical and Finance Proposals must be submitted separately in two different envelopes, in two sets i.e. original and a copy, to the following address:

Chairman of Sub-Committee on Tender
Administration and General Affairs Division
The ASEAN Secretariat
JI Sisingamangaraja No.70A
Kebayoran Baru
Jakarta 12110
Indonesia

Compliance

In conformance to the ASEAN Secretariat's Financial Rules and Procedures (AFRP), the vendor shall submit Tender Bids in **two** sealed envelopes as follows:

1) **First Envelope (Technical Proposal):**

a. **Technical Proposals (original and copy)**

First Set, which shall consist, among others, of the technical specifications of the services to be procured; delivery schedule; manpower requirements; printed hardcopies of the duly filled Appendix 1 and 1a - Company General Information and Customer Reference; Appendix 2 – Technical Requirement and completed Compliance Checklist as per Appendix 4;

b. **Second Set**, which shall consist, among others, the company profile; business name registration issued by appropriate government agency; authority of signatory; valid business permit and other appropriate licenses; taxpayer identification number; latest audited financial statements;

2) **Second Envelope (Financial Proposal):**

Financial Proposal (original and copy) which shall consist of among others the bid amount; payments schedule; etc; duly filled Appendix 3 – **Price**

Any notices with respect to this RFP should also be mailed to the above contact and address.

All documents not submitted in English shall not be considered and quoted price in the hardcopy submission shall be in **US Dollar for international bidders and IDR for local bidders**.

The ASEAN Secretariat may, after the closing date, request additional information or clarification of tenders in writing.

4.2.2. **SOFTCOPY**

The Technical and Financial proposals shall be sent separately to the following email address:

Chairman of Sub-Committee on Tender
Administration and General Affairs Division
Email: procurement@asean.org

Compliance

The softcopy of Technical and Financial proposals must be sent **separately** protected by a **different password** for each proposal in encrypted format at PDF/ZIP file.

1. **Technical Proposals;**

a. **First set**; which shall consist, among others, of the technical specifications of the services to be procured; delivery schedule; manpower requirements; printed hardcopies of the duly filled Appendix 1 and 1a - Company General Information and Customer Reference; Appendix 2 – Technical Requirement and completed Compliance Checklist as per Appendix 4;

b. **Second Set**; which shall consist, among others, the company profile; business name registration issued by appropriate government agency; authority of signatory; valid business permit and other appropriate licenses; taxpayer identification number; latest audited financial statements;

2. Financial Proposal:

Financial Proposal which shall consist of among others the bid amount; payments schedule; etc; duly filled Appendix 3 – **Price**

All documents not submitted in English shall not be considered and quoted price in the softcopy submission shall be in **US Dollar for international bidders and IDR for local bidders.**

3. Do not mention the password in body email.

4. Inform the password only when the Procurement staff contact you to request it.

4.3. RFP TERMS & CONDITIONS

4.3.1. Bid Expiration Date

*Received tender proposals shall be valid until **30 September 2025***

4.3.2. Implementation/Delivery Schedule

For e.g. 'as stated in Annex A – Term of Reference'

4.3.3 Pre-Bid Meeting (Requester to indicate if needed)

The ASEAN Secretariat may, after the closing date, request additional information or clarification of tenders in writing.

Appendix 1
 Company General Information
 To be submitted together in the **Technical Proposal**

Company LEGAL Name:			
Division or Subsidiary (if applicable):			
Company Address:			
City:			
Province / State:			
Country:			
Postal Code:			
Telephone:			
Business Name Registration:			
Tax Registration Number:			
Valid Business Permit:			
Company Contact:		Telephone no.:	
Title / Position:		Fax no.:	
E-Mail:			
Indicate number of years involved in similar business			
Are you a subsidiary of a financial institution? *If Yes, Please indicate your Holding Company			

Appendix 1a.
Customer Reference
*To be submitted together in the **Technical Proposal***

Customer Details	
Company name	
Company address	
Telephone number	
Fax number	
Contact name	
Email address	
Project title	

Customer Details	
Company name	
Company address	
Telephone number	
Fax number	
Contact name	
Email address	
Project title	

Customer Details	
Company name	
Company address	
Telephone number	
Fax number	
Contact name	
Email address	
Project Title	

APPENDIX 2
Technical Requirements
To be submitted in the Technical Proposal

No	Description	ASEC Requirements	remarks
1	Demonstrated expertise in designing and implementing evaluations of programmes in regional/international organisations.	Vendor to submit a comprehensive CV, detailing consultant's qualifications on evaluation of programmes in regional/international organisations.	Vendor to comply
2	Demonstrated advanced professional experience in developing regional work plans and frameworks through participatory and inclusive processes. Familiar with the work of ASEAN or similar intergovernmental organisation is an advantage	Vendors to submit proposal	Vendor to comply
3.	Submit the timeline based on the requirements of the ToR.	Vendor to submit the timeline	Vendor to comply

APPENDIX 3
Price
To be submitted in the Financial Proposal

No.	Description	Unit	Price* *IDR for local bidders USD for international bidders
1.	Consultant for the End-term Review (ETR) of the ASEAN Work Plan on Sports	Lumpsum	
2.			
3.			
4.			
5.			
Grand Total			

APPENDIX 4

Checklist for the Completeness of Documents Submitted

The checklist must be used to ensure that you have provided all documentations for the tender.
The checklist must be signed and included in both envelopes of your proposals.

I. General Requirements

No.	Description	Checklist
1	Proposals shall be prepared in English	
2	Proposals are submitted in two different envelopes (for hardcopy)	
3	The envelope must be sealed and labeled accordingly (hardcopy) i. Technical Proposal ii. Financial Proposal	
4	Title of the tender shall be put on each envelopes	

II. Technical Proposal

No.	Description	Checklist
1	Technical Specifications of the service refer to the proposal	
2	All required information have been addressed accordingly	
3	Schedule of delivery	
4	Manpower/consultant requirement	
5	List of vendor's equipment (if any)	
6	Customer Reference Customer testimonials on the similar project	
7	Company profile	
8	Copy Company Legal Documents, i.e. i. Business Name Registration ii. Valid Business Permit iii. Tax Identification Number	
9	One original signed copy (for hardcopy)	
10	One copy of technical proposal duplicate (for hardcopy)	
11.	Latest audited financial statement	
12	Authority of signatory	

III. Financial Proposal

No.	Description	Checklist
1	Offering is formulated in English	
2	Bid amount	
3	Payment schedule	
4	One original signed copy	
5	One copy of Financial Proposal Duplicate	

APPENDIX 5
Template for the Proposal Envelope
First Envelope – Technical Proposal

**Company Name &
Address**

Technical Proposal - Title of the Tender

Chairman of Sub-Committee on Tender
Administration and General Affairs Division
The ASEAN Secretariat
Jl. Sisingamangaraja 70A
Jakarta 12110
Indonesia

Second Envelope – Financial Proposal

**Company Name &
Address**

Financial Proposal - Title of the Tender

**Chairman of Sub-Committee on Tender
Administration and General Affairs Division
The ASEAN Secretariat
Jl. Sisingamangaraja 70A
Jakarta 12110
Indonesia**