

REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES – FIRMS SELECTION)

REGIONAL

Joint Programme Supporting ASEAN Connectivity

Grant No.: S639MA

Assignment Title: Project Implementation Consultant for the Joint Programme Supporting ASEAN Connectivity

Reference No.: JPSAC-CS-02

The Association of Southeast Asian Nations (ASEAN), represented by the ASEAN Secretariat, has received financing from the Asian Infrastructure Investment Bank (AIIB) toward the cost of the Joint Programme Supporting ASEAN Connectivity, and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include conducting capacity-building programs, supporting project origination and preparation, and providing technical assistance for sustainable infrastructure projects aligned with the Master Plan on ASEAN Connectivity (MPAC) 2025, the ASEAN Connectivity Strategic Plan (2026-2035) and future priorities. To facilitate effective implementation, ASEAN Secretariat is seeking an experienced consulting firm/organisation or a joint venture/consortium/association (JVCA) to provide technical expertise and operational support in managing the Project’s regional-level activities, including organising trainings/workshops, engaging with key stakeholders, and updating the Initial Pipeline of ASEAN Infrastructure Projects supporting existing efforts by the ASEAN Lead Implementing Body for Sustainable Infrastructure (LIB-SI). Estimated engagement and implementation period is 10 months, expecting to commence by early September 2025.

Maximum Consulting Services Budget: \$600,000 (inclusive Competitive Items such as Remuneration and Other Expenses including all activities and inputs in the TOR but not limited to remuneration, per diem, air travel, miscellaneous travel expenses, report preparation, production, and transmission, etc.; and Non-competitive items such as Contingency).

The detailed Terms of Reference (TOR) for the assignment is attached to this request for expressions of interest (EOI) and can be found at the following websites:

- (i) [*ASEAN Procurement Opportunities*](#)
- (ii) [*AIIB Project Procurement Opportunities*](#)

The ASEAN Secretariat now invites eligible consulting firms / JVCA’s (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

The shortlisting criteria are: This project seeks a firm/organisation or a JVCA with combined proven expertise in infrastructure advisory and project finance, precisely the following:

- (i) Solid experience in planning, developing, and/or implementing infrastructure projects in emerging markets and developing economies, including in the ASEAN region, ideally in a diversified infrastructure portfolio, such as transport, logistics, energy, digital, and water sectors, including an extensive record of accomplishment in undertaking sustainability assessments (i.e., environmental, social, and governance) and/or pre-feasibility or feasibility studies of infrastructure projects.
- (ii) Strong experience in and understanding of international project finance, including capital mobilisation through equity and debt markets for infrastructure projects, including an extensive record of accomplishment in undertaking corporate and investment financial analysis and modelling (e.g., cash flow, equity, rate of returns, payback period, credit rating and enhancement, and viability gap funding) of infrastructure projects.
- (iii) Extensive network among investor-financiers in infrastructure sectors.
- (iv) Proven expertise in multilateral, cross-sectoral stakeholder engagement and communications, including developing and employing various promotional materials to maximise the visibility and impact of similar projects;
- (v) A thorough understanding of and experience working on ASEAN and AIIB (or other MDB and relevant financial institutions), including their applicable policies and procedures as well as familiarity with relevant ASEAN documents and reports on MPAC 2025 and the Initial Pipeline, will be considered an added value.

Key Experts will not be evaluated at the shortlisting stage.

The attention of interested Consultants is drawn to Section II, paragraphs, 2.3.5, 2.3.5 (b) and 2.3.6 of the AIIB's Directive on "Procurement Instructions for Recipients" July 26, 2024 ("PIR"), setting forth the AIIB's policy on conflict of interest.¹ In addition, please refer to the following specific information on conflict of interest related to this assignment:

A consultant is ineligible to be awarded a contract for Consulting Services that would be in conflict with its prior or current obligations to other beneficiaries of Bank financing, or that may place the consultant in a position of being unable to carry out the assignment in the best interests of the Recipient. Without limitation on the generality of the foregoing, a consultant may not be hired by the Recipient under any of the following circumstances:

- (i) Consulting Services Resulting from Goods, Works or Non-consulting Services Provided: the consultant is proposed to be engaged by the Recipient to provide Consulting Services resulting from or directly related to Goods, Works or Non-consulting Services provided by

¹ In the context of the Joint Programme Supporting ASEAN Connectivity, the Recipient refers to ASEAN, represented by the ASEAN Secretariat.

it (or by any affiliate that directly or indirectly controls, is controlled by, or is under common control with the consultant) for the Project;

(ii) Conflict among Consulting Assignments: the consultant (including its personnel and sub-consultants), or any affiliate that directly or indirectly controls, is controlled by, or is under common control with the consultant, is proposed to be engaged for an assignment that, by its nature, creates a conflict of interest with another assignment of the consultant;

(iii) Close Relationship between Consultant and Recipient: the consultant (including its personnel and sub-consultants) has a close business or family relationship with a professional staff member of the Recipient (or any other beneficiary of the Bank's financing) or any other party representing or acting on behalf of the Recipient that is or would be directly or indirectly involved in any of the following activities related to the consultant's assignment, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Bank: (A) preparation of the Terms of Reference (TOR); (B) selection process; or (C) supervision; or

(iv) Other: any other circumstance that is specified in the RFP document as being a conflict of interest.

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the International Open Competitive Selection (IOCS) - (Fixed-Budget Selection) FBS method set out in PIR.

Further information can be obtained at the address below during office hours (0900 – 1700):

ASEAN Secretariat
70 A Jalan Sisingamangaraja
Jakarta 12110, Indonesia

EOIs written in the specific forms attached to this REOI, must be delivered to the address below (in person, or by mail, or by e-mail) **by 25 July 2025**.

ASEAN Secretariat – Connectivity Division
Attn: Dicky Khaerul Wallad, Senior Officer
70 A Jalan Sisingamangaraja
Jakarta 12110, Indonesia
E-mail: connectivity.application@asean.org

Attachment: Expression of Interest Form (EOI Form)

Expression of Interest (EOI) for Consulting Firms

Project Number:	S639MA
Project Name:	Joint Program Supporting ASEAN Connectivity
Assignment Title:	Project Implementation Consultant supporting Joint Program Supporting ASEAN Connectivity
Project Country:	Regional

Consulting Firm Information

Date	
Consultant Name	
EOI Submission Authorized by	
Country of Incorporation	
Acronym	
Position	

Associations (Joint Venture or Sub-consultancy)

Consultant	Acronym	Country of Incorporation	Joint Venture (JV) or Sub-consultant	EOI Submission Authorized By	Position

The lead consultant must submit a copy of the Certificate of Incorporation of itself and of each JV member and sub-consultant as Section VII. EOI Attachments.

Present the rationale for and benefits of working in association (JV or Sub-consultant) with others rather than undertaking the assignment independently (as appropriate). Describe the proposed management and coordination approach of the association and the role of each firm.

I confirm that:

- ☐ Documentation regarding our corporate structure including beneficial ownership has been attached.
- ☐ Documentation regarding our Board of Directors has been attached.
- ☐ A written agreement to associate for the purpose of this Expression of Interest has been signed between the consortium partners and has been attached clearly indicating the Lead firm and financial shares of each firm.

I. Eligibility of Firms

- (i) The consulting company shall have prior experience in similar assignments during the last 7 years.
- (ii) The consulting team shall consist of experts with relevant knowledge and experience with comparable assignments.

II. Assignment Specific Qualifications and Experience

- (i) Please provide relevant project information in Section E below.

A. Technical Competence

Cross-referencing from your profile projects in Section E. Project References, highlight the technical qualifications of your entity/consortium in undertaking similar types of assignments and with similar organizations (i.e. ASEAN, AIIB, or other MDBs). Provide details of past experiences for similar assignments described in "Assignment Description" (Maximum 10 projects, and minimum 2 similar assignments, maximum of 01 page each).

B. Geographical Experience or Experience in Similar Contexts

Cross-referencing from your profile projects in Section E. Project References, present experiences in similar geographic areas or contexts. Highlight experience in the ASEAN region.

C. Management Competence (Please answer each question in one paragraph of 3-5 sentences)

1. Describe standard policies, procedures, and practices that your entity has to assure quality assurance processes. Please state if your company has ISO certification or any other recognized quality assurance certifications.

2. How will your firm/consortium handle complaints concerning the performance of experts or quality of the reports submitted for this assignment? What internal controls are in place to address and resolve complaints?

3. How will you ensure the quality of your firm's/consortium's performance over the life of this assignment?

4. Describe standard policies, procedures and practices that your firm has put in place to avoid changes/replacements of personnel and to ensure the continuity of professional services once contracted.

5. Describe the arrangements your company has in place to safeguard the well-being of your proposed experts during the assignment. Specifically, outline any existing arrangements for medical, accident, and life insurance coverage, including provisions for managing travel and health-related risks while on assignment.

D. Other Information (maximum of 500 words)

E. Project References

Indicate the most relevant assignments completed in last 7 years to demonstrate the firm's technical qualifications and geographical experience (maximum 10 projects), and minimum **2** assignments similar to that described in "Project Description of the Request for Expressions of Interest".

SN	Project	Period	Client	Country	Firm
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

III. Project Summary

Project xx of xx

● Project Name		
● Name of Client		
● Project Location Country		
● Participation		As lead firm As associate firm
● Cost of the Project		IDR / USD
● Value of Services		IDR / USD
● Source of Financing		
• Consultancy Services		
(i) No. of staff		
(ii) No. of person months		
• Length of Consultancy Assignment		
● Start Date		(dd/mm/yyyy)
● Scheduled date of Completion		(dd/mm/yyyy)
● Actual Date of Completion		(dd/mm/yyyy)
● Continuous / Intermittent		
• Name of Associate Firms (if any)		
• No. of Person-Months of Professional Staff Provided by Associated Firm(s)		
• Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed		
• Detailed Narrative Description of the Project with total cost		
• Detailed Description of the Actual Services Provided by your Firm		

Note: Please attach photos of your project and coordinate of location.

IV. Comments on Scope of Services

V. Comments on Budget Adequacy

VI. Key Considerations in approaching this assignment (summarizing approach and methodology in no more than 1 page)

VII. EOI Attachments

SN	Description
1	Certificate of Incorporation of the lead member
2	Certificate of Incorporation of the JV member (for each member)
3	Certificate of Incorporation of the Sub-Consultant (for each sub-consultant)
4	Letter of Association
5	Copy of Tax Identification Number and Tax Clearance (for local firm)
6	JV Agreement
7	Black-Listing and Litigation Affidavit
8	Audit Statements for last 3 years

VIII. Eligibility Declaration

We, the undersigned, certify to the best of our knowledge and belief:

- ☐ We have read the advertisement, including the scope of services, for this assignment.
- ☐ Neither the consulting firm nor its JV member or sub-consultant or any of its experts prepared the TORs and preliminary documents for this activity.
- ☐ We confirm that the project references submitted as part of this EOI accurately reflect the experience of the specified firm/consortium.
- ☐ We further confirm that, if any of our experts is engaged to prepare the TOR for any ensuing assignment resulting from our work product under this assignment, our firm, JV member or sub-consultant, and the expert(s) will be disqualified from short-listing and participation in the assignment.
- ☐ All consulting entities and experts proposed in this EOI are eligible to participate in AIIB- funded, supported and administered activities.
- ☐ The lead entity and JV member or sub-consultant are NOT currently sanctioned by AIIB or other MDBs. Neither the consulting firm nor the JV member or sub- consultant has ever been convicted of an integrity-related offense or crime related to theft, corruption, fraud, collusion or coercion.
- ☐ We understand that it is our obligation to notify AIIB should any member of the consortium become ineligible to work with AIIB or other MDBs or be convicted of an integrity-related offense or crime as described above.
- ☐ JV member or sub-consultant, including all proposed experts named in this EOI, confirmed their interest in this activity in writing.
- ☐ JV member or sub-consultant, including all proposed experts named in this EOI, authorized us in writing to represent them in expressing interest in this activity.
- ☐ None of the proposed consortiums are subsidiaries of and/or dependent on the Executing Agency or the Implementing Agency or individuals related to them.
- ☐ We understand that any misrepresentations that knowingly or recklessly mislead or attempt to mislead may lead to the automatic rejection of the proposal or cancellation of the contract, if awarded, and may result in further remedial action, in accordance with AIIB's Prohibited Practice.
- ☐ All pages of the EOI have been signed by the Authorized Person, Authorization Letter giving name, CNIC number/ Passport number, designation, date and specimen signatures have been attached.

Note: Eligibility refers to AIIB's Procurement Policy, Clause 5.8 and 7.0 on Prohibited Practice and Integrity.

Date:

Signed by:

Position:



TERMS OF REFERENCE
Joint Programme Supporting ASEAN Connectivity
(supported by AIIB and MCDF)

I. Background

Project Context

The Master Plan on ASEAN Connectivity (MPAC) 2025 was adopted to enhance regional integration, promote economic resilience, and strengthen ASEAN's competitiveness. MPAC 2025 is an ambitious, multi-year, cross-sectoral undertaking. In 2019, ASEAN, with technical support from the World Bank and funding support from the Government of Australia under the ASEAN-Australia Development Cooperation Program Phase II (AADCP II), developed the Initial Rolling Priority Pipeline of ASEAN Infrastructure Projects (the "Initial Pipeline") under MPAC 2025. This list of projects, covering transport, energy, and ICT sectors, was assessed based on criteria to attract robust investments. The Mid-Term Review of MPAC 2025 recommends that the ASEAN "*convene relevant connectivity efforts and engage partners with a more structured approach*". This includes developing projects together by leveraging expertise of ASEAN Dialogue Partners (DPs) and Other External Partners (OEPs).

Furthermore, given the challenges posed by the COVID-19 pandemic and ongoing global uncertainties, regional connectivity infrastructure development has become even more critical for economic and sustainable growth. Keeping the Initial Pipeline relevant to the evolving regional context, emerging trends, and priorities is critical. Therefore, fostering cooperation and partnership between governments, multilateral institutions, and other external partners is essential to maximise the availability and accessibility of funding and financing to meet ASEAN's infrastructure needs.

ASEAN, with the support of the Asian Infrastructure Investment Bank (AIIB) and the Multilateral Cooperation Center for Development Finance (MCDF), is implementing the Project on the Joint Programme Supporting ASEAN Connectivity (the "Project"). This Project aims to bridge the gaps between upstream project planning and downstream project implementation, strengthen capacity building among ASEAN Member States (AMS), and update the Initial Pipeline supporting existing efforts by the Lead Implementing Body for Sustainable Infrastructure (LIB-SI).

The Joint Programme is expected to mobilise resources for activities at the regional and national levels. This includes conducting capacity-building programs, supporting project origination and preparation, and providing technical assistance for sustainable infrastructure projects aligned with MPAC 2025 priorities.

To facilitate effective implementation, ASEAN is seeking an experienced consulting firm / JVCA to provide technical expertise and operational support in managing the Project's regional-level activities, including organising trainings/workshops, updating the Initial Pipeline, and engaging with key stakeholders. All documents must be in English.

Relationship to Other Activities

This Project is a follow-up to the Establishment of the Initial Pipeline and the Assessment of Future Sustainable Infrastructure Trends and Priorities in a Post-Pandemic ASEAN

implemented in 2021–2022. The Project also aims to strengthen LIB-SI ongoing efforts with the support of external partners in updating and advancing the Initial Pipeline as well as in building capacity of ASEAN officials in sustainable infrastructure and infrastructure productivity.

II. Needs and Objectives

The Consultant will provide technical and operational support in implementing the Project by delivering capacity-building activities, updating the Initial Pipeline, and engaging with key stakeholders. The main objectives are:

1. **Strengthen AMS Capacity and Promote Knowledge Sharing** – Develop trainings/workshops that enhance AMS capabilities in infrastructure project origination, preparation, and financing as well as develop a compendium of case studies on sustainable infrastructure and improving infrastructure productivity in the ASEAN region and organise showcase session to highlight successful infrastructure projects and lessons learned.
2. **Support the Updating of the Rolling Priority Pipeline** – Work with AMS to identify, screen, and assess new and existing infrastructure projects based on a set of criteria, including bankability.

III. Scope of Services/Deliverables

The Consultant is expected to produce the following deliverables:

1. Capacity-Building Activities

The Consultant is expected to:

- Trainings/workshops
 - Design and implement up to four (4) trainings/workshops (at least two (2) in-person) for AMS officials (up to 40 participants for each training/workshop) on relevant sustainable infrastructure and infrastructure productivity topics.
 - Produce report on the conduct and outcome of each training/workshop.
- Knowledge sharing
 - Develop a compendium of case studies compiling best practices and/or success stories showcasing regional and international best practices on sustainable infrastructure and improving infrastructure productivity with a session to inform key points thereof.¹ The session could be combined with the project discussion activity mentioned below where appropriate. This compendium may demonstrate how enhanced connectivity promotes growth and productivity, increases access to markets, enhanced socio-cultural integration, strengthen regional identity among AMS.

¹ The case studies may be selected based on the performance/impact assessed from the criteria of policy, technology, and finance. Initially suggested sectors or themes for the case studies may include:

- a) Green / Smart Ports and ancillary infrastructure including eco-parks;
- b) Smart road (including road safety) and application of low-carbon technologies;
- c) Cross-border logistic hubs;
- d) Electronic Vehicle (EV) regional ecosystem and renewable energy (RE) manufacturing;
- e) Connectivity performance from a geospatial perspective; and
- f) Key enablers for cross-border connectivity projects.

2. Update to the Rolling Priority Pipeline Update

The Consultant is expected to:

- Conduct stakeholder consultations with AMS to identify up to five (5) additional infrastructure projects for potential inclusion in the Updated Pipeline of ASEAN Infrastructure Projects. The identification should be based on AMS priorities and LIB-SI's updated Project Application Form.
- Develop proposed financing approaches tailored to each of the selected projects (up to five (5)). The Consultant should provide analyses and suggestions to improve the bankability of these projects, towards increasing their project profiles to investors and financiers.
- Conduct project discussion activity (up to 40 participants).
- Provide technical assistance in project screening, readiness assessment, as well as completing the updated Project Application Form.
- Identify pilot projects for consideration of further project preparation or other upstream support by AIIB
- Produce detailed reports on the outcome and conduct of the above-mentioned activities and elements
- Provide expert advice on sustainable infrastructure-related matters

3. Overall Programme Management & Monitoring

On this, the Consultant is expected to:

- Support ASEAN in programme coordination, reporting, and monitoring the progress of the implementation of the relevant components.
- Prepare financial reports on the relevant activities undertaken by the Consultant
- Prepare progress reports and completion reports with recommendations for future capacity-building initiatives.
- Evaluate the outcomes and provide recommendations for improvements.

IV. Deliverables and Activities

The following activities shall be undertaken to achieve the above outputs and deliverables. The bidder should provide details on its approach to each activity in its bid and is free to recommend additional activities.

No	Deliverable	Activity	Completion Date
1	Capacity Building: Trainings / Workshops	Design training/workshop concept notes (2 in-person and 1 online).	Month 1
		Develop training/workshop materials, and implement 2 in-person trainings/workshops, including the Reports of the events.	Months 2 and 6
		Develop training/workshop materials, and implement 1 online trainings/workshops, including the Reports of the events.	Month 5
	Capacity Building: Knowledge Sharing – Compendium of Case Studies	Prepare concept note for the development of a compendium of case studies compiling relevant best practices and/or success stories.	Month 1
		Research, identify, and develop the compendium.	Month 5
		Prepare and conduct session on the compendium (the event/session could be combined with the project discussion session mentioned below where appropriate).	Month 8
Approvals of the Reports on the Trainings/Workshops and Compendium of Case Studies by LIB-SI/ASEC (up to three working weeks upon receipt of each satisfactory report)			
2	Rolling Pipeline Updating	Review and update the Project Application Form as appropriate and prepare for country consultations with AMS (preferably in-person but can have combination of online consultations with some AMS where appropriate).	Month 2
		Conduct Country Consultations with AMS to identify projects, and support AMS in completing the project application forms and prepare Report on the Country Consultations.	Month 5

		Conduct project screening/readiness assessments to come up with a longlist of projects.	Month 6
		Prepare Report on up to 5 Shortlisted Projects for Inclusion in the Pipeline, which should include suggested tailored financing approaches for each project, recommendations and advice to improve bankability and other related aspects, as well as identified pilot projects for consideration of further project preparation or other upstream support by AIIB.	Month 8
		Prepare and conduct stakeholder engagement event, i.e. project discussion session on selected projects, including the report of the event.	Month 9
<i>Approval of Reports on the Country Consultations, Shortlisted Projects for Inclusion in the Pipeline, and Project Sounding/Promotion by LIB-SI/ASEC (up to three working weeks upon receipt of each satisfactory report)</i>			
3	Promotional Materials	Design and develop promotional materials on selected projects and/or updated Pipeline, which may include short videos, leaflets, or project presentation slides.	Month 9
<i>Approval of the Promotional Materials by LIB-SI/ ASEC (up to three working weeks upon receipt of each satisfactory materials)</i>			
4	Project Completion Report	Prepare Project Completion Report, which records the project achievements against the project's original intended purpose, work plans, outputs, and activities. It should assist in assessing impact, drawing conclusions and lessons learned/recommendations that may be valuable in designing follow-on projects. Financial report on all expenses under this undertaking should also be included in this report.	Month 10
<i>Approval of the Project Completion Report by LIB-SI/ ASEC (up to three working weeks upon receipt of satisfactory report)</i>			

* The completion dates are indicative at this stage. Consultants are free to propose based on their methodology. The actual time will be agreed upon in negotiation with the successful bidder.

V. Project Management

The Consultant will report to the ASEAN Connectivity Division of the ASEAN Secretariat, which will oversee the overall implementation of the Programme. A Joint Programme Working Group (Joint WG) composed of representatives from ASEAN, AIIB, and MCDF may provide strategic guidance and ensure alignment with MPAC 2025 objectives as appropriate.

The Consultant is also expected to establish engagements with relevant AMS representatives from relevant Bodies, including Lead Implementing Body for Sustainable Infrastructure (LIB-SI), Senior Transport Officials Meeting (STOM), Senior Officials Meeting on Energy (SOME), ASEAN Digital Senior Officials Meeting (ADGSOM), as well as relevant ministries/agencies and project owners, as appropriate.

VI. Qualifications

This project seeks a firm/organisation or a joint venture/consortium/association (JVCA) with combined proven expertise in infrastructure advisory and project finance, precisely the following:

- i. Solid experience in planning, developing, and/or implementing infrastructure projects in emerging markets and developing economies, including in the ASEAN region, ideally in a diversified infrastructure portfolio, such as transport, logistics, energy, digital, and water sectors, including an extensive record of accomplishment in undertaking sustainability assessments (i.e., environmental, social, and governance) and/or pre-feasibility or feasibility studies of infrastructure projects.
- ii. Strong experience in and understanding of international project finance, including capital mobilisation through equity and debt markets for infrastructure projects, including an extensive record of accomplishment in undertaking corporate and investment financial analysis and modelling (e.g., cash flow, equity, rate of returns, payback period, credit rating and enhancement, and viability gap funding) of infrastructure projects.
- iii. Extensive network among investor-financiers in infrastructure sectors.
- iv. Proven expertise in multilateral, cross-sectoral stakeholder engagement and communications, including developing and employing various promotional materials to maximise the visibility and impact of similar projects;
- v. A thorough understanding of and experience working on ASEAN and AIIB (or other MDB and relevant financial institutions), including their applicable policies and procedures as well as familiarity with relevant ASEAN documents and reports on MPAC 2025 and the Initial Pipeline, will be considered an added value.