

Noted at 2/2021 CPR Meeting on 9 February 2021



ASEAN COOPERATION PROJECTS DESIGN AND MANAGEMENT MANUAL

The ASEAN Secretariat
Jakarta

FOREWORD

Over the years, ASEAN has developed and implemented various cooperation projects that have been undertaken under or outside the scope of ASEAN Member States. These projects have been carried out cooperatively, with funding from ASEAN Member States, or in partnership with ASEAN External Partners.

These cooperation projects aim at supporting ASEAN's overall goal of integration, as well as efforts to realise the ASEAN Community. They focus on addressing regional challenges and issues in order to avoid duplication with efforts that would be better implemented at the national or local level.

Based on long experience, this *ASEAN Cooperation Projects Design and Management Manual* has been created to provide comprehensive guidance that covers the full lifecycle of an ASEAN cooperation project. The Manual provides detailed explanations on how to develop results-based project proposals using the ASEAN Cooperation Project Proposal Template that are aligned with the current principal documents that outline ASEAN's overall goals and direction, namely the ASEAN Community Vision 2025, the Master Plan on ASEAN Connectivity (MPAC) 2025, and the Initiative for ASEAN Integration (IAI) Work Plan IV (2021-2025). The Manual also provides guidance on the appraisal and approval of submitted proposals, implementation and monitoring of approved projects, and completion and reporting of projects using the Project Completion Report template.

Further, the Manual underscores the need for cooperation projects to uphold ASEAN's purposes and principles in carrying out development cooperation endeavours with other parties. This includes ensuring ASEAN Centrality, as well as preserving our inclusive and non-discriminatory principles.

I believe that an increased number of results-based high-quality ASEAN cooperation projects will contribute significantly to the ASEAN integration and Community-building process. I thank the Sub-Committee on Development Cooperation of the Committee of the Permanent Representatives to ASEAN (CPR) in Jakarta for their contributions and guidance in the finalisation of this Manual.

I sincerely hope that prospective project Proponents, Implementing Agencies, and other stakeholders interested in working with ASEAN will follow the guidance of the Manual to ensure that future ASEAN cooperation projects will support and contribute to the effective realisation of ASEAN's goals and visions.

DATO LIM JOCK HOI

Secretary-General of ASEAN

TABLE OF CONTENTS

FOREWORD	i
TABLE OF CONTENTS	ii
ABBREVIATIONS AND ACRONYMS	v
GLOSSARY	vii
Chapter 1: About the Manual	1
1.1. Purpose	1
1.2. Target Users	1
1.3. Contents	2
1.4. Quick Guide	2
Chapter 2: Overview of ASEAN Cooperation Projects	4
2.1. Introduction	4
2.2. Reference Documents	4
2.3. Recognising ASEAN Cooperation Projects	5
2.4. ASEAN Cooperation Project Cycle	6
2.5. Effective Project Management Requirements	7
Chapter 3: Results-Based Project Management in the ASEAN Context	9
3.1. What Is Results-Based Management?	9
3.2. Project Design and the Importance of Stakeholders	10
3.3. Planning, Monitoring, Evaluation, and Learning	10
3.3.1. Project Planning	11
3.3.2. Monitoring	12
3.3.3. Evaluation	12
3.4. Project Planning and the Logical Framework	14
3.4.1. Logframes and Intervention Logic	15
3.4.2. Logframes and Indicators	17
3.4.3. Logframes, Risks and Assumptions	18
3.4.4. Cascading Intervention Logic	18
3.5. Results-Based Project Management Tools	20
Chapter 4: Project Design and Proposal Development	22

4.1. Key Stakeholders: Proponents and Implementing Agencies	22
4.2. Responsibilities and Steps for Project Proponents.....	22
4.2.1. Major Responsibilities	23
4.2.2. Steps of Proposal Development.....	23
4.3. ASEAN Cooperation Project Proposal Template.....	26
4.3.1. Project Details (Step One)	26
4.3.2. Project Justification, Regionality, Beneficiaries (Step 2)	30
4.3.3. Develop a Project Results Matrix (Step 3)	31
4.3.4. Present Project Management Arrangements (Step 4)	35
4.3.5. Project Sustainability (Step 5)	35
4.3.6. Address Gender and Other Cross-Cutting Issues (Step 6)	36
4.3.7. Assess Potential Risks (Step 7)	38
4.3.8. Required Annexes (Step 8).....	38
Chapter 5: Project Appraisal and Approval	40
5.1. General Principles.....	40
5.2. Project Scope	40
5.3. Duration of Appraisal and Approval.....	41
5.4. SOP for Appraisals and Approvals Process.....	41
Chapter 6: Project Implementation & Monitoring	43
6.1. General Principles	43
6.1.1. Final Approved Project Proposals	43
6.1.2. Mandate to Implement	43
6.1.3. Project Location.....	43
6.2. Implementing Agency Responsibilities.....	44
6.3. TPF Project Fund Disbursement and Commencement	44
6.4. Disbursement Letters and Bank Accounts.....	45
6.4.1. Disbursement Letters	45
6.4.2. Bank Accounts	45
6.4.3. Fund Tranches	45
6.5. Introduction to Results-Based Project Implementation.....	45
6.5.1. Inception Meeting	46
6.5.2. Governance Mechanism	48

6.5.3. End-of-Project-Review Meeting or Workshop	48
6.6. Project Monitoring	49
6.6.1. Defining Management Structure (Step 1)	50
6.6.2. Objectives and Indicators (Step 2)	52
6.6.3. Formulating Management Questions (Step 3)	53
6.6.4. Putting It Together (Step 4)	54
6.6.5. Results-Based Project Reporting Mechanism (Step 5)	57
6.7. Modifying Project Implementation	57
6.7.1. Sample Change of Project	58
Chapter 7: Project Completion and Reporting	61
7.1. Introduction	61
7.2. Project Sustainability	62
7.3. Lessons Learned	63
7.4. Progress Reporting Mechanisms at ASEAN	64
7.5. The ASEAN Cooperation Project Report Template	65
7.5.1. Project Details (Part 1)	65
7.5.2. Project Progress (Step 2)	66
7.5.3. Project Results (Step 3)	68
7.5.4. Project Sustainability (Step 4)	69
7.5.5. Gender and Cross-Cutting Issues (Step 5)	69
7.5.6. Overall Project Assessment (Step 6)	69
7.5.7. Financial Analysis (Step 7)	69
ANNEX 1: List of ASEAN Sponsoring Bodies	71
ANNEX 2A – Sample Project Proposal	79
ANNEX 2B – Budget Proposal	90
ANNEX 2C – Indicative Work Plan	92
ANNEX 2D – Notation on Additional Supporting Documents	94
ANNEX 3: Sample Completion Report	96
ANNEX 4: Sample Disbursement Letter	105

ABBREVIATIONS AND ACRONYMS

ACF	ASEAN Cultural Fund
AEC	ASEAN Economic Community
ADF	ASEAN Development Fund
AFARP	ASEAN Secretariat Financial and Administrative Rules and Procedures
AMS	ASEAN Member States
AIMD	ASEAN Integration Monitoring Directorate
AMD	Analysis and Monitoring Division/Directorate
ASEAN	Association of Southeast Asian Nations
ASEC	ASEAN Secretariat
APSC	ASEAN Political-Security Community
ASCC	ASEAN Socio-Cultural Community
CLMV	Cambodia, Lao PDR, Myanmar, and Viet Nam
CPR	Committee of the Permanent Representatives to ASEAN
DAC	Development Assistance Committee (of the OECD)
DO	Desk Officer
DP	Dialogue Partner
ERD	External Relations Division
FBD	Finance and Budget Division
FGD	Focus Group Discussion
IA	Implementing Agency
IAI	Initiative for ASEAN Integration
LF	Logical Framework or Logframe
LFA	Logical Framework Approach
M&E	Monitoring and Evaluation
PMEF	Project Monitoring and Evaluation Framework
MoU	Memorandum of Understanding
MoV	Means of Verification
MPAC	Master Plan on ASEAN Connectivity
MSC	Most Significant Change
OECD	Organisation for Economic Cooperation and Development
PAA	Project Appraisal and Approval

PAC	Project Appraisal Committee
PAM	Proposal Appraisal Meeting
PCPMD	Programme Cooperation and Project Management Division
PCR	Project Completion Report
PFDR	Project Financial Disbursement and Reporting
PSC	Project Steering Committee
PMT	Project Management Team
POA	Plan of Action
RF	Results Framework
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Attainable/Achievable, Relevant, and Time-Bound (said of goals)
SOP	Standard Operating Procedures
SoV	Sources of Verification
TPF	Trust and Project Fund
ToC	Theory of Change
TOR	Terms of Reference

GLOSSARY

Action	Priority intervention identifiable by a small Roman numeral in ASEAN Community Blueprints and used as a reference when defining an ASEAN cooperation project's activity or area of intervention.
Action Line	Main Sector of an ASEAN Community Blueprint, identifiable by a capital letter with an Arabic numeral.
Activity	Actions taken or work performed when inputs, such as funding or other resources, are mobilised to produce specific project outputs.
Audit	An independent and objective assurance activity that adds value or improves organisational operations. Such activities can help an organisation achieve its objectives by offering a systematic and disciplined approach to assessments, or by improving the effectiveness of risk management, control, or governance.
Beneficiaries	Individuals, groups, or organisations, whether targeted or not, that directly or indirectly benefit from a given project. ASEAN should be the main beneficiary of ASEAN cooperation projects.
Blueprint	Detailed plan of action implemented to achieve objectives agreed to by the ASEAN Community. ASEAN cooperation projects should contribute to the achievement of the goals and objectives of the ASEAN Political-Security Community, ASEAN Economic Community, and ASEAN Socio-Cultural Community Blueprints.
Characteristic	The main thematic area of an ASEAN Community Blueprint, identifiable by a capital letter.
Desk Officer	ASEAN Secretariat staff member who has purview over Sectoral matters and who is assigned to handle a given project.
Evaluation	Systematic and objective assessment of an on-going or completed project, including its design, implementation, and results. An evaluation should provide information that is credible, useful, and

	that will enable the incorporation of any lessons learned into the development of follow-up programmes or new projects. Evaluations typically look at the relevance, efficiency, effectiveness, impact, and sustainability of a given project.
Final Approving Body	Approving authority identified by the Terms of Reference (TOR) or agreement on the establishment of a Trust Fund or multi-year programme. For ASEAN and ASEAN-External Partner Funds administered by the ASEAN Secretariat, the final approving body is typically the CPR or CPR+1. Relevant ASEAN Sectoral Bodies or Committees usually serve as the final approving body for Sectoral Body-established Trust Funds.
Implementing Agency	Legal entity that receives project funding, usually through the ASEAN Secretariat, to implement an approved ASEAN cooperation project. The Proponent can be an Implementing Agency.
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable way of measuring achievement and that reflects any changes relating to a project.
Lessons Learned	Findings and generalisations based on project review and evaluation exercises related that can be applied to broader situations or future projects. Lessons learned might highlight the strengths and weaknesses in preparation, design, implementation, or the achievement of project results, as these factors can affect performance, outcomes, or impacts.
Means of Verification	Methodologies used to identify information sources or collection.
Monitoring	Continuous function that uses the systematic collection of data related to specified indicators to give information to an ongoing project's management or main stakeholders. This information can relate to the extent of progress made, the achievement of objectives, or progress in using allocated funds.
Objective	Intended physical, financial, institutional, social, environmental, or other developmental results to

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which a project is expected to contribute.

Outcome	Likely or realised short- or medium-term effects of a project's outputs.
Outputs	Products, capital goods, or services resulting from a project, including changes realised by given project that are relevant to achieving certain outcomes.
Programme	Set of projects or activities related to the same Sector or theme that is designed to achieve specific long-term development objectives.
Project	Group of activities designed to achieve an objective through a given budget and organisation within a given timeframe.
Proponent	Initiator or formulator of a project proposal, comprising both the individual and the organisation that the Proponent represents.
Result	Output, outcome, or impact of a given project, whether intended or unintended, or positive or negative.
Sectoral Committee or ASEAN Body	Relevant ASEAN Sectoral Committee or ASEAN Body with purview over Sectoral matters, including the review, endorsement, or sponsorship of project proposals at the Sectoral level.
Stakeholder	Agencies, organisations, groups, or individuals with a direct or indirect interest in a project or its evaluation.
Sustainability	Capacity of national or regional institutions to successfully utilise project results after project termination.
Results-Based Management	Strategy for managing projects and programmes in development cooperation that is focused on achieving results rather than on implementation.
Theory of Change	Project planning approach that applies critical thinking to the design, planning, implementation, and evaluation of projects and programmes that is intended to result in specific changes to a problem's context.

Chapter 1: About the Manual

1.1. Purpose

This Manual offers a simplified and practical reference for ASEAN project stakeholders covering every phase in the lifecycle of an ASEAN cooperation project, from design, development, and submission; to project appraisal and approval; to implementation and monitoring; and then to completion and reporting. It promotes a results-based approach for projects that is focused on effectiveness and accountability.

Those who will benefit from the Manual include people developing ASEAN cooperation projects and who are seeking access to funding from sources managed by the ASEAN Secretariat. Such sources include the ASEAN Development Fund, the ASEAN Cultural Fund, the ASEAN-China Cooperation Fund, the ASEAN India Fund, the ASEAN-India Green Fund, Japan-ASEAN Integration Fund and its components, the ASEAN-ROK Cooperation Fund, the ASEAN-Russian Federation Dialogue Partnership Financial Fund, the ASEAN-Pakistan Cooperation Fund, the ASEAN Plus Three Cooperation Fund, and the ASEAN Turkey Fund.

The Manual may also be used as a general guide for developing multi-year programming involving ASEAN External Partners, especially for programmes managed by the ASEAN Secretariat. It is also relevant for projects supported by external partners whose funds are not managed by the ASEAN Secretariat and which do not have established guidelines with ASEAN.

1.2. Target Users

The Manual contains information on proposal development in an ASEAN context. It is designed for use by key ASEAN stakeholders, such as project proponents, Implementing Agencies, and other stakeholders at the regional and national levels. The Manual provides step-by-step guidance for completing the ASEAN Project Proposal Template and describes best practices for the development, submission, implementation, and completion of projects.

Users may comprise any of the following stakeholders:

- ASEAN Secretariat staff and ASEAN National Secretariat officers in project coordination roles;
- Proponents and cooperation partners seeking guidance;
- AMS representatives to the ASEAN Bodies, Committees or Working Groups that review, endorse, or implement projects in line with relevant strategic priorities under ASEAN Community Blueprints;
- Individual Proponents aiming to develop ASEAN project proposals that implement of Plans of Action relevant to ASEAN External Partners;
- Implementing Agencies of an approved ASEAN cooperation project;

- Line ministries or national-government agencies that are looking to implement regional projects under the sponsorship of an ASEAN Sectoral Committee or ASEAN Body; or
- Other interested external stakeholders looking to partner with ASEAN to pursue shared goals, including Dialogue, Sectoral, Development, or other External Partners and their Project Management Teams (PMT).

1.3. Contents

The Manual comprises seven chapters.

Chapters One and Two describe the Manual's purpose, offer an overview of ASEAN development cooperation, and describe collaboration with ASEAN External Partners and the flow of the ASEAN cooperation project lifecycle.

Chapter Three explores how results-based management principles must be used to guide project design, development, planning, implementation, monitoring, reporting, and evaluation.

Chapters Four through Seven offer a description of the processes, references, and general guidelines for developing, implementing, and managing ASEAN cooperation projects according to results-based principles.

1.4. Quick Guide

Chapter 1. About the Manual

- Overview of the Manual and its target users.

Chapter 2. Overview of ASEAN Cooperation Projects

- Lifecycle of an ASEAN cooperation project, and the roles and responsibilities of Proponents, Implementing Agencies, the ASEAN Secretariat, ASEAN Sectoral Bodies and final approving bodies.

**Chapter 3.
Results-Based
Management (RBM) in the
ASEAN Context**

- Concepts and principles of RBM, focusing on achieving sustainable results through project planning, implementation, monitoring, and evaluation.

**Chapter 4.
Project Design and
Proposal Development**

- Initiating, developing, and submitting project proposals. How to complete the ASEAN Cooperation Project Proposal Template.

**Chapter 5.
Project Appraisal and
Approval**

- How proposals are appraised by the ASEAN Secretariat, ASEAN Sectoral Bodies, and final approving bodies.

**Chapter 6.
Project Implementation
and Monitoring**

- Operationalising and implementing projects. Formalising and disbursement for approved projects. Monitoring. Fulfilling reporting requirements during implementation.

**Chapter 7.
Project Completion and
Reporting**

- Guidance on completing projects and the utilisation of results.

Annex 5 (Toolbox)

- Practical tools, methodologies, and best practices for developing project proposals, and for implementing, monitoring, and completing projects.

Chapter 2: Overview of ASEAN Cooperation Projects

2.1. Introduction

ASEAN cooperation projects implement development interventions, goals, and objectives previously set out by ASEAN 2025: Forging Ahead Together—a roadmap that encompasses the ASEAN Community Blueprints addressing political-security, economic, and socio-cultural concerns.

In general, ASEAN cooperation projects are proposed and sponsored by ASEAN Committees, Bodies, or entities that support ASEAN Community integration efforts, and may involve collaborations with ASEAN External Partners. Projects can be implemented over the short, medium, or long term.

On financing for projects, ASEAN maintains the ASEAN Development Fund (ADF) and ASEAN Cultural Fund (ACF) and a number of sectoral funds, which are supported by ASEAN Member States (AMS) to further ASEAN's strategic initiatives. ASEAN's Dialogue, Sectoral Dialogue, and Development Partners—collectively referred to as ASEAN External Partners—have set aside funds under ASEAN to support development cooperation with the Association. ASEAN also typically develops Plans of Actions, or similar documents, with ASEAN External Partners to strengthen development cooperation in mutually agreed areas. The Plan of Action governing Dialogue Partner cooperation may be accessed at <https://asean.org/asean/external-relations/>.

2.2. Reference Documents

Proponents must be familiar with the following documents, which offer guidance in identifying a proposal's potential contribution to ASEAN Community building:

- **ASEAN 2025: Forging Ahead Together**

This roadmap document comprises the ASEAN Political-Security Community Blueprint 2025, the ASEAN Economic Community Blueprint 2025, and the ASEAN Socio-Cultural Community Blueprint 2025. To realise the ASEAN Community Vision 2025, ASEAN and its Sectoral Bodies have established priorities and work plans to guide cooperation projects.

(<https://www.asean.org/wp-content/uploads/2015/12/ASEAN-2025-Forging-Ahead-Together-final.pdf>)

- **Initiative for ASEAN Integration (IAI) Work Plan IV (2021-2025)**

The vision of the IAI Work Plan IV (2021-2025) is to narrow the gap within ASEAN and enhance ASEAN's competitiveness as a region. The IAI assists CLMV countries to meet ASEAN-wide targets and commitments towards realising the ASEAN Community. The Work Plan IV consists of five strategic areas, namely food and agriculture; trade facilitation; micro, small and medium enterprises (MSMEs); education; as well as health and well-being. ([link to be provided](#))

when the Work Plan IV (2021-2025) is available in ASEAN web)

- **The Master Plan for ASEAN Connectivity (MPAC) 2025**

The Master Plan, which focuses on five strategic areas—sustainable infrastructure, digital innovation, seamless logistics, regulatory excellence, and population mobility—was developed in consultation with relevant ASEAN Sectoral Bodies and other stakeholders. (<https://asean.org/storage/2016/09/Master-Plan-on-ASEAN-Connectivity-20251.pdf>)

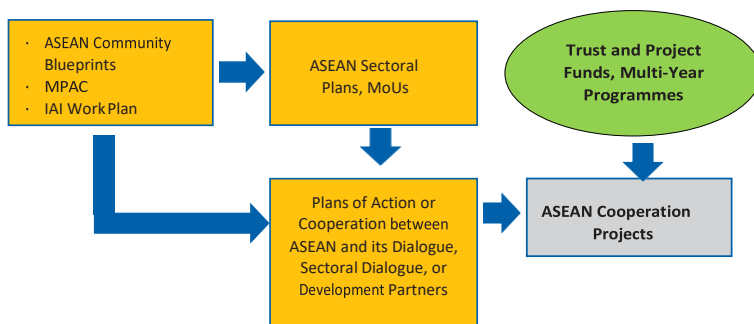


Fig 1. ASEAN cooperation project framework.

2.3. Recognising ASEAN Cooperation Projects

It is important that ASEAN cooperation projects adhere to the principles of the ASEAN Charter, including the principle of equality of treatment of ASEAN Member States. For a project to be considered as an ASEAN cooperation project, it must:

- address challenges at the regional level and create synergies with other projects that address the same issues,
- benefit ASEAN and engage all ASEAN Member States equally, with the exception for specific IAI proposals defined below,
- align with ASEAN Community Blueprints and other relevant ASEAN documents, and,
- be endorsed by either the relevant ASEAN Sectoral Committee or ASEAN Body, or the Committee of the Permanent Representatives to ASEAN (CPR), or both.

An exception to the requirement that proposals engage equally all AMS has been made for proposals that focus collectively on Cambodia, Lao PDR, Myanmar, and Viet Nam (CLMV), under the Initiative for ASEAN Integration (IAI). Such proposals must be endorsed by the relevant ASEAN Sectoral Committee or ASEAN Body prior to final approval, and will go through a secondary accreditation process to be qualified as an IAI initiative.

ASEAN Regionality

Since ASEAN is a regional organisation, project proposals must address problems from a regional perspective. Proposals must focus on problems that require a regional, not a national, response—and that cannot be addressed below the regional level.

Proposals must also offer a comparative advantage, add value to a regional approach, economies of scale that would be encouraged by regional specialisation, and solutions that promote regional integration.

2.4. ASEAN Cooperation Project Cycle

ASEAN Cooperation Projects are not discrete, one-time events. They are conceptualised and developed within the context of ASEAN's goals and emerging issues.

If approved and initiated, a project proposal must be reviewed and adjusted during implementation, while adhering to a cyclical process of continual monitoring, feedback and adaptation.

When a project is complete, an assessment or evaluation will be conducted so that lessons can be drawn from implementation, the design and development of new projects can be revised, and strategic planning and goals can be honed.

This cyclical approach is a key factor in results-based project management, which will be detailed in Chapter Three.

The ASEAN cooperation project cycle comprises four stages, as seen in Figure 2.

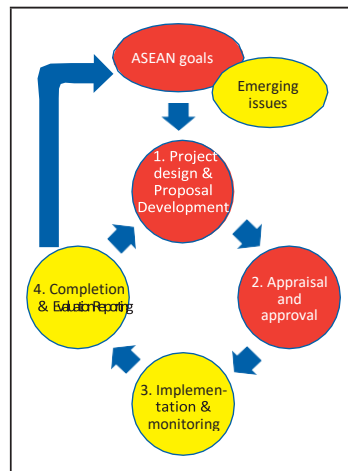


Fig. 1. ASEAN cooperation project cycle.

Stage 1: Project Proposal Development and Project Design

Proposals must be developed using the ASEAN Cooperation Project Proposal

Template and devised using results-based principles (see Chapters 3 and 4). Objectives and intended results must be aligned with key ASEAN policy documents, such as the ASEAN 2025: Forging Ahead Together roadmap, Initiative of ASEAN Integration (IAI) Work Plan IV (2021-2025) and the Master Plan on ASEAN Connectivity (MPAC) 2025 (see Chapter 2.2). Proposed project designs must clearly indicate how a project intends to achieve its intended results, rather than simply list a set of project activities.

Stage 2: Appraisal and Approval

The ASEAN Secretariat will appraise project proposals for compliance with the ASEAN Cooperation Project Proposal Template before forwarding to the ASEAN Sponsoring Body for endorsement, or to the Final Approving Body. A proposal will be appraised based on how well its intended results align with ASEAN's strategic objectives. The ASEAN Secretariat will also make a determination on how effectively a proposal can realise its intended results, based on context and time frames.

Stage 3: Implementation and Monitoring

After appraisal and approval, a project begins implementation. Proponents or Implementing Agencies (IA) must monitor and report on progress, as described by the approved proposal's work plan and logical framework (see Chapter 3), to ensure that the project is on target and achieving its intended results. Monitoring will be done by measuring results against the time and budget indicators formulated in the project proposal (see Chapter 6). A progress report template has been provided to guide the reporting process.

Stage 4: Completion and Reporting

At the end of implementation, the Proponent or IA must prepare a report on the project's results and achievements, based on data collected when monitoring project implementation as well as on additional evaluation findings. Whether intended or unintended, all results must be assessed to devise lessons learned on sustainability, funds utilization, and guidance for future projects (see Chapter 7).

2.5. Effective Project Management Requirements

Proponents must ensure that ASEAN cooperation projects will be effectively managed, and that every aspect of a project's lifecycle will be monitored. Discussion of these principles form the core of this Manual, which details how to implement ASEAN cooperation projects that:

- offer results-based outcomes that realise intended (i.e., planned for) results, provide meaningful contributions to ASEAN and do not simply tick boxes off on a project implementation plan;

- create tools and reporting mechanisms to capture empirical evidence about project outputs, outcomes, and goal achievement;
- are as simple as possible, with a minimum of formal rules and regulations;
- clearly define responsibilities and tasks, matching sufficient financial, technical, and human resources with adequate methodological expertise and managerial skills through continuous capacity building;
- specify the units or staff responsible for project monitoring and evaluation, ensuring that they have the independence needed to collect, analyse, and assess project data and can distribute the results within the Proponent's organisation,
- specify the units or staff who are competent in data collection and who report to the Proponent organisation's top management; and
- establish a systematic approach to results-based monitoring that follows methodological standards and the proposed work plan. Standards and work plans must be formalized and agreed to by all stakeholders.

While these concepts and principles will be explained in an ASEAN context in detail in subsequent chapters, note the emphasis ASEAN places on results-based management. ASEAN cooperation projects must be results-based to ensure that they contribute effectively to the overarching ASEAN results frameworks as outlined in Chapter 2.2. The next chapter explores this concept more fully.

Chapter 3: Results-Based Project Management in the ASEAN Context

3.1. What Is Results-Based Management?

Results-based management (RBM) has as its goal the creation of ASEAN cooperation projects that focus on results, instead of managing a project by implementing a checklist. The risk of any activity-based project is that monitoring will focus on tracking activities that have been implemented—as opposed to demonstrating what greater or lasting changes have realised. Accordingly, RBM requires that Proponents and IAs look beyond implementation and to define, in their proposals, higher-level results that might be realised for ASEAN and to develop meaningful ways to achieve those results. The difference between activity-based and results-based management is demonstrated in Figure 3 below.

Activity-Based	Results-Based
No. of media trainings organised or journalists trained.	% increase in positive media outreach
No. of seminars conducted on regional trade enhancement.	No. of regional trade agreements, \$ regional trade increased.
No. of reports published on a topic.	No. of policies drafted, adopted, or implemented.
No. of awareness sessions conducted on gender balance in politics.	No. of women standing for elections, No. of women elected to parliament.
No. of participants trained in social enterprise development.	No. of social enterprises established, % income increased.

Fig. 2. Activity-based vs. results-based management.

ASEAN cooperation project proposals and project completion reports must demonstrate how they will meaningfully contribute or have meaningfully contributed to achieving ASEAN's objectives as outlined in Chapter 2.2. Proponents and IAs must be familiar with the documents before drafting a proposed project.

What Are Results?

Results are defined as any change that happens as a consequence of a project intervention. However, results are not just the expected consequences of interventions in terms of planned outputs or outcomes. Results also include a project's unexpected, unintended, positive, and negative consequences. Other projects, actors, developments, and incidents may also have contributed to these results, in expected or unexpected ways.

For example, while a project might aim at harmonizing trade between AMS to boost regional trade between ASEAN countries, an emerging trade war might interfere with the project, affecting the intended results.

3.2. Project Design and the Importance of Stakeholders

Projects are neither designed nor implemented in a vacuum. A project intervention is devised to produce results, e.g., benefits and positive changes in the lives of a proposed programme's direct and indirect target groups.

To create an effective, results-based project requires engagement and collaboration with key stakeholders, including target groups, relevant ministries, Sectoral Bodies, civil society groups, development partners, and members of the private sector. It is impossible to understand a project's context without knowing the things that key target groups and stakeholders would like changed.

A thorough overview, assessment, and analysis of all potential stakeholders is needed as a project is designed, to identify appropriate forms of participation in the project and to develop an engagement plan. How to conduct a stakeholder assessment is outlined in the Toolbox (Annex , Tool 1).

Results-based project management requires completion of a stakeholder analysis so that key stakeholders may be involved in all phases of a project's lifecycle. The goals are to build strong relationships with influential partners and to protect the interests of the most vulnerable. This ensures that key stakeholders have a say in a project's conception and implementation, making it more likely that meaningful and sustainable change will be achieved.

3.3 Planning, Monitoring, Evaluation, and Learning

The principal phases of a project—planning, monitoring, evaluation, and learning—are closely related and interlinked under results-based management.

- **Planning** shows what must be monitored and evaluated.
- **Monitoring** allows revision of the work plan during project implementation, and collects information for project evaluation.
- **Evaluation** highlights areas for closer monitoring and creates recommendations for future plans and projects.

- **Learning** shares the lessons identified during monitoring and evaluation to improve future planning.

These relationships are reflected in Figure 4 and are explored in the subsections below.

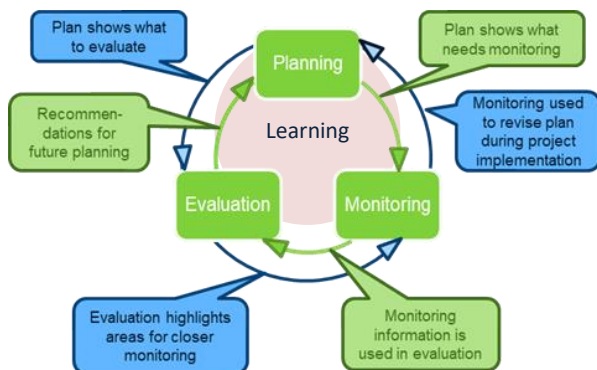


Fig 4: Links between planning, monitoring, and evaluation.

3.3.1. Project Planning

Results-based management is based on answering the following questions, each of which helps to refine a project proposal's scope and framework.

- *What high-level results can this proposal help realise for ASEAN?* High-level results can be considered a project's impact. They often cover strategic organisational objectives or national priorities.
- *What results are needed to contribute to ASEAN's high-level objectives?* This is achieved when a project's target groups (beneficiaries) start using the project deliverables or outputs.
- *What are the short-term deliverables or outputs needed for a project to achieve meaningful results?*
- *What activities and interventions need to be implemented to deliver the short-term results or outputs? What resources are required?*

Once again, RBM planning for ASEAN cooperation project proposals calls for (a) identifying the higher-level results to be targeted by a project, (b) defining a project's outcome and impact, and (c) specifying the deliverables or outputs needed to achieve a project's desired outcome. Detailed planning happens later.

More information on planning is detailed in Chapter 3.4, along with the Toolbox (Annex 5, Tools 1 to 6).

3.3.2. Monitoring

Monitoring (see Chapter 6) is the regular collection and analysis of data in order to track the progress of project implementation and project results. Monitoring, which depends on the development of proper project planning before implementation, serves five purposes.

First, monitoring helps with management **decision making**. A good monitoring system alerts management to the need to change course to achieve a project's intended results. Effective monitoring is driven by managers who make decisions based on data that has been collected without creating excessively burdensome reporting frameworks.

Second, monitoring makes records of implementation and the results achieved for the purpose of **accountability**, e.g., for reporting to external partners, beneficiaries, and other key stakeholders.

Third, monitoring aids **learning**. It helps define best practices and lessons learned from a project that will be the basis for improving project implementation, as well as for improving the planning of future projects.

Fourth, monitoring helps create a **dialogue** with stakeholders. If done in a participatory manner, monitoring provides a project team with an opportunity to engage key stakeholders and include them in all phases of the project cycle.

Fifth, monitoring offers information that project managers can use to increase **visibility** and showcase achievements, e.g., through stories on Proponent or IA websites, or by creating good case practice or videos.

3.3.3. Evaluation

An evaluation (see Chapter 7) is defined as the systematic and objective assessment of an on-going or completed project, programme, or policy and its design, implementation, or results. The aim of an evaluation is to determine the relevance and fulfilment of objectives, as well as their efficiency, effectiveness, impact, and sustainability¹. On the basis of evaluations, recommendations can be made to improve future projects and programmes.

Recommendations should be based on a thorough analysis of a project's performance. Assessments must be transparent, systematic, and objective. In practice, this is challenging: An assessment's outcome will always be subjective, to an extent; time and financial constraints typically make in-depth factual investigations difficult. Further, the leap from facts to judgment is never value free, as it involves interpretation by an evaluator. Subjectivity can never be avoided.

Regardless, the aim of an evaluation is to assess the quality of a project, programme or policy, typically in terms of its relevance, effectiveness, efficiency, impact, sustainability, and coherence². Under results-based

¹ OECD Glossary of Statistical Terms

² Evaluation Criteria OECD

management, the evaluation process involves looking at a project's objectives on different levels, as formulated by its logical framework (see Chapter 3.4).

Evaluations Must Answer these Questions:	
Relevance	How well did the project address the target group's needs and priorities?
Effectiveness	Were the project's intended results and purpose achieved? To what extent?
Efficiency	Were available means optimally used?
Impact	What wider effects (positive or negative, intended or unintended) were caused by the project?
Sustainability	Is it likely that the project's positive effects will continue after the project period?
Coherence	How well can the intervention be localized? Was it compatible with other interventions in a given country, Sector or institution?

Fig. 5: Questions to be answered by evaluations.

Monitoring and evaluation are often mentioned in the same sentence, as both use data collection and analysis to obtain information to manage projects (steering), for accountability (reporting), and to learn how to improve current and future programme implementation. Despite those similarities, monitoring and evaluation have some distinct conceptual differences, as explained by Figure 6 below.

	Monitoring	Evaluation
Timing	Continuous throughout the project.	Periodic. Midterm, end of project, post project.
Who	Internal management.	Typically, external consultants.
Why	Check progress, take remedial action, update plans.	Learn broad lessons, provide accountability.
Output	Regular progress reports and updates.	Written report with conclusions and recommendations.

Fig. 6: Differences between monitoring and evaluation.

As project evaluations are typically carried out externally, a project manager must, among other things, prepare the terms of reference, assign an evaluator, review the evaluation report, and ensure that the report's recommendations are followed for the duration of the project. Figure 7 illustrates how an evaluation is implemented from the perspective of a Desk Officer and an evaluator.

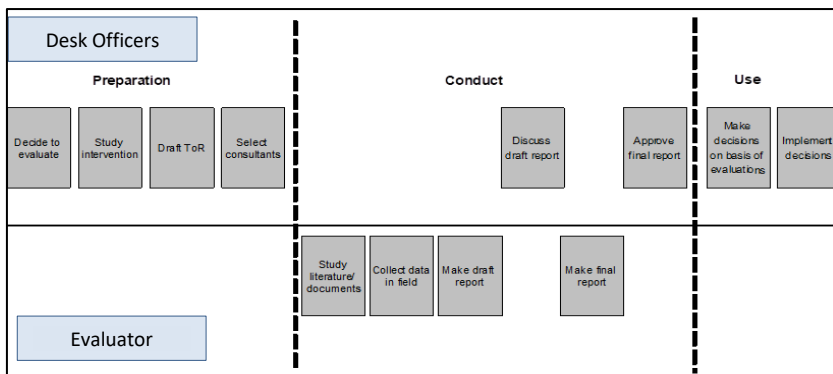


Fig. 7: Evaluation process flow, desk officer vs. evaluator.

3.4. Project Planning and the Logical Framework

Comprehensive project planning starts with various analyses, such as a problem analysis, an objective analysis, a stakeholder analysis, and a risk analysis. Practical application of these tools is explored in the Toolbox (Annex 5). This analysis provides a solid understanding of a potential project's overall assumptions and intended results, both of which can be used to inform project design, as well as the development of a detailed results framework (RF).

An RF—the backbone of project planning—visualizes the logic of project results, i.e., the changes intended to be brought about by the project.

Also known as a logical framework or logframe, a results framework goes by different names at different organisations. Its basic structure depicted in Figure 8:

The Logframe and Its Applications

The logical framework, or logframe, is a powerful instrument that adds value to every phase of a project's lifecycle. It forces us to think logically and consistently. As with other planning tools, a logframe will only realise its full potential when treated as more than a design and planning tool. It must be thought of as a management tool to be used throughout a project. Outside the project formulation and appraisal process, the logframe is indispensable during project implementation, monitoring, and evaluation. It defines the basic information requirements to be captured through monitoring and evaluation, while simultaneously preventing decision makers from collecting too much or irrelevant information.

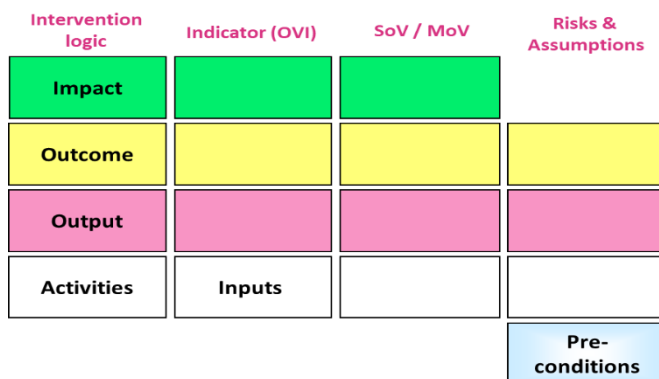


Fig. 8: Graphic depiction of a logical framework.

Figure 8 does not capture all information needed for sound decision making, particularly about the capacity and capabilities of an Implementing Agency. Accordingly, as a project or proposal is formulated, there must be an analysis of the capabilities and suitability of the Implementing Agency.

The next four sub-sections refer to Figure 8, moving from intervention logic, in the first column, to indicators and sources and means of verification in the second and third columns, followed by risks and assumptions in the fourth column.

3.4.1. Logframes and Intervention Logic

The intervention logic column of the logframe visualization in Figure 8 depicts the flow of a project, connecting project activities with project impacts, and has four levels.

First, **activities**, at the lower left corner of the visualization, are all the actions or interventions done during a project, e.g., organizing a training, conducting research, or building infrastructure, among other things. A project typically consists of multiple activities.

Second, **outputs** are the direct results of one or several activities. A training activity might have the output of increased knowledge or skills. A seminar activity might yield a joint declaration as its output. A research activity might result in a published article. In the logframe visualization, outputs are depicted immediately above activities.

Under a results-based approach, outputs must be formulated with results that are of practical use to a target group, as opposed to outputs that can be checked off on a list. This challenges Proponents to improve the quality of activities, since a results-based approach does not, for example, value seminars that are organised just to hold seminars. It would, however, value a seminar that yielded

a joint declaration. Remember: high-quality implementation of activities will lead to high-quality outputs.

Third, **outcomes** follow from outputs in the logframe visualization. Outputs, which directly result from project activities, are different from outcomes. For an output to result in an outcome, a target group must make use of an outputs in a manner intended by the project. For example, an output is when participants complete a training, whereas an outcome is when the participants use their new skills to write articles or implement new policies.

Outcomes may be immediate or intermediate. An immediate outcome is when a target group uses a project output and changes their behaviour, e.g., by building their network or setting up a new business. An intermediate outcome is when new behaviours result in the positive changes envisioned by a project: e.g, increased income, improved harmony between communities, or changed policies.

While no project completely controls its outcomes, a well-designed project can greatly influence outcomes—if the project is conceived in a way that’s relevant to the target groups needs, and context and risks are properly taken into account.

Fourth, **impacts** sit atop the logframe visualization in Figure 8. All outcomes are intended to contribute to the desired impact. Outcomes ‘contribute’ and do not ‘lead to’ impacts, since impacts are a long-term result and will generally not be achieved within a project’s lifecycle. Moreover, for an impact to be realised, more things need to happen than just a project’s interventions. Often, impacts are formulated as positive changes on the level of a country or region, linking impacts with ASEAN Blueprints and other relevant high-level results frameworks, such as the Sustainable Development Goals.

Figure 9 depicts the concept of intervention logic.

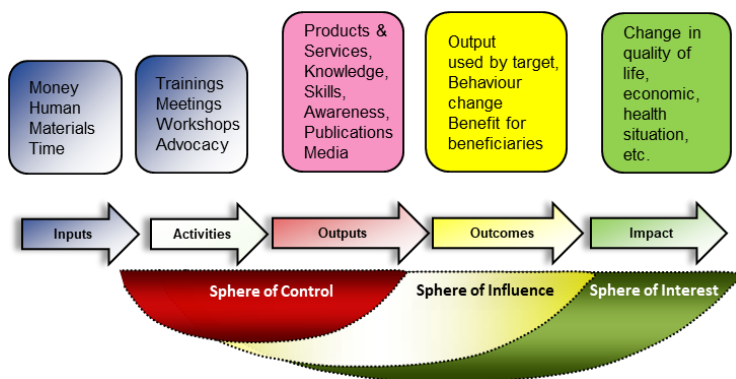


Fig. 9: Intervention logic.

3.4.2. Logframes and Indicators

The second and third columns of the logframe visualization in Figure 8, cover **indicators**, which are crucial for the realistic monitoring of results. While results are expressions of what a project is intended achieve on multiple levels, indicators measure whether intended results have in fact been achieved.

Indicators, also known as objectively verifiable indicators (OVI), introduce two additional concepts: sources of verification and means of verification (SoV or MoV).

As the name implies, indicators ‘indicate’ that the project is on track. Objectively verifiable indicators (OVI), i.e., indicators that are objectively measurable, are an integral part of monitoring. A well-defined OVI clearly communicates project results in measurable terms, as per Figure 10.

Breakdown of a Well-Defined OVI:	
Variable	What does the indicator measure (what?)
Quantity	Quantifiable difference between the current situation and desired situation (how much?)
Quality	What quality standard is needed (if any)?
Target group	Who is affected by the project (who?)
Place	Where a project will be implemented (where?)
Period	When must the target be reached? (when?)

Fig. 10: Breakdown of a well-defined OVI.

Indicators may be quantitative, meaning numerically measurable (e.g., a 50 percent increase in soil fertility) or qualitative, meaning subjective (e.g., more people are aware of global warming). In results-based management, the use of worlds such as satisfaction, effectiveness, or quality improvement require the use of proxy (indirect) indicators to give evidence in support of an assessment.

A **proxy indicator** is an indirect indicator, i.e., measuring the impact of the change rather than the change itself, and is used when the subject cannot be measured directly (e.g., a concept like ‘good governance’), when the subject matter is sensitive (e.g., attitudes toward violence against women), or when direct measurement is too costly (e.g., overall income levels in a district).

SoV and MoV offer ways to measure indicators, or describe where to find evidence needed to make an assessment. **Sources of verification** typically refer to secondary sources, such as an existing report or system, like determining the number of children in school from local school registration data. **Means of verification** are the methods used to collect data, e.g., surveys, interviews, or focus group discussions.

3.4.3. Logframes, Risks and Assumptions

Risks and assumptions, which are tracked in the right column of the logframe visualization in Figure 8, must be documented for any project.

Risks are uncertain external events or conditions that might have an adverse effect on at least one project result. In the project design phase, there is a tendency to envision only positive and intended project results. However, there are external events that might prevent the realisation of positive results. A risk assessment requires that such potentially harmful effects be taken into account, and that project proposal devise mitigating strategies, to make its design more realistic and the achievement of results more likely.

Assumptions are the favourable foundational conditions that a project proposal expects to occur, and which are needed for intended project results to be realised. Assumptions, which are expected to be true at a project's start, may turn out to be false.

As an example of how the logframe accounts for risks and assumptions, consider the case of a training in English for participants from several nations. The risk is that participants might not have sufficient English language skills to benefit from the training. The assumption is that proper selection will ensure that participants have sufficient fluency. Further, a project might propose hiring a translator as a mitigation strategy, for those with lower English language skills. In the logframe visualization, risks and assumptions are formulated at the results level. The Toolbox (Annex 5, Tool 5) offers a guide for conducting a risk assessment during the project design stage.

3.4.4. Cascading Intervention Logic

Regretfully, a typical intervention logic matrix, with four basic results levels, will not do justice to a complex organisation like ASEAN. Accordingly, ASEAN favours a slightly modified framework that it has deemed 'cascading intervention logic'.

The modified framework takes into account ASEAN's different organisational levels, ASEAN's strategic Blueprints and its Sectoral Body plans that refine strategy. These strategic concerns are carried over into project and programme planning documents.

Intervention logic allows Proponents to devise project proposals that align with ASEAN's vision, as reflected in ASEAN's reference documents (Chapter 2.2). According to Figure 9, an ASEAN Blueprint will specify a desired **output**, which, according to the cascade, must be reflected in the desired **outcomes** of the plans of ASEAN's Sectoral Bodies. Those outcomes will drive the desired **impact** of individual ASEAN projects or programs.

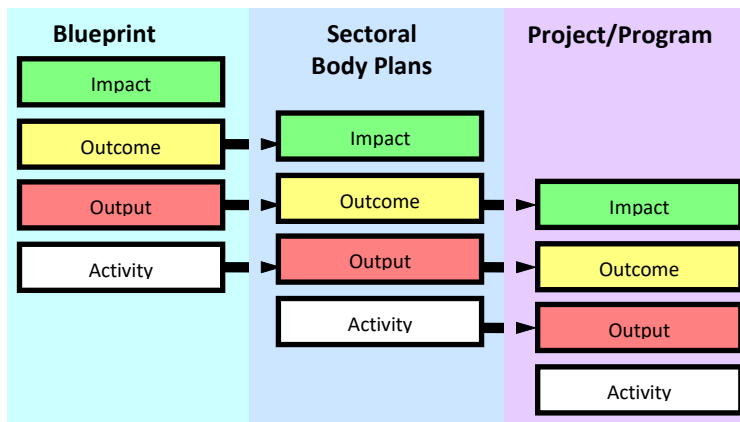


Fig. 11: Cascading intervention logic.

An example will be helpful. Starting from the lower left of Figure 11, a Proponent wants to organise journalist workshops (an activity) to boost awareness (an output) of increased publicity for rural ecotourism in AMS (an outcome), so the quality of ecotourism will be improved (an impact).

The workshop project needs to be aligned with the plans of the Socio-Cultural Sectoral Body, where the project outcome (increased publicity) should link to the relevant output of the ASEAN Socio-Cultural Sector. This output will in turn be linked to a Strategic Measure (an activity, key results area/key measure/initiative/key action line) in the Blueprint for the ASEAN Economic Community.

Good Case Practice: Theory of Change

Theory of Change (TCToC) is a planning approach that applies critical thinking to the design, planning, implementation, and evaluation of projects and programmes. The intention is to realise prompt and specific changes in a project's context. ToC has been increasingly used in international development by governmental, bilateral, and multilateral development agencies; civil society organisations; international non-governmental organisations; and research programmes that support development outcomes.

ToC has at its core a results-based approach to project management. It supports holistic approaches; takes short-, medium-, and long-term changes into account, and accounts for indirect and unintended changes. It inspires reflection, innovation, and learning in projects and programmes.

The central idea of ToC is to make assumptions explicit. Assumptions are commonly held (and often implicit) beliefs about why change happens in a specific context. Assumptions are the general principles that influence decisions and inform project design and implementation, often unconsciously. Making assumptions explicit—especially those that are obvious—allows assumptions to be checked and debated to strengthen project design, implementation, monitoring, evaluation, and learning.

Incorporating ToC into projects or programmes requires in-depth understanding of the context and environment in which the interventions will take place. While Proponents might have some contextual understanding from previous projects and programmes, it is often necessary to revalidate understanding by doing additional research and engaging with key stakeholders.

Most often, ToC is used not to replace the traditional logical framework approach, but to validate and enrich the process and ensure that project management keeps a strategic-and-learning perspective while implementing and monitoring projects.

3.5. Results-Based Project Management Tools

It is important to emphasise, again, that results-based management requires Proponents and Implementing Agencies to think about results, e.g., outputs, outcomes, and impacts, from the moment a project is conceptualized. Results-based management must be integrated into every stage of a project's lifecycle, beginning with the proposal.

The ASEAN cooperation project cycle, which was introduced in Chapter 2.4, will now be explored in detail in the next chapters of this Manual, as follows:

- Chapter 4: Project Design and Proposal Development

- Chapter 5: Project Appraisal and Approval
- Chapter 6: Project Implementation and Monitoring
- Chapter 7: Project Completion and Reporting

These chapters describe a project's lifecycle in detail, while discussing what is required from a Proponent or Implementing Agency during each stage in order to implement a project in a results-based manner.

As a reference, Annex 5 of this Manual, dubbed The Programming Manual Toolbox, also offers specific tools to be used at each stage of the project cycle, as per Figure 12 below. The figure depicts pre-implementation items in red and implementation and post-implementation items in yellow.

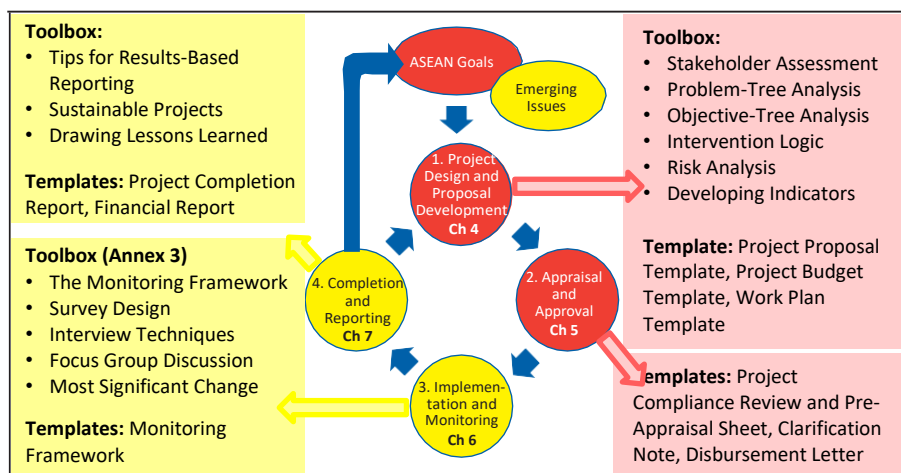


Figure 12: Contents of Annex 3, The Toolbox.

Chapter 4: Project Design and Proposal Development

The first stage in project management is to develop a project proposal—something that entails substantial research and preparation. To guide Proponents, this Manual offers **The ASEAN Cooperation Project Proposal Template**, a mandatory template that must be followed by Proponents and Implementing Agencies. The template outlines the information needed to prepare a proposal that will be deemed successful. Exploring how to use the template comprises the substance of this chapter.

4.1. Key Stakeholders: Proponents and Implementing Agencies

The **Proponent** initiates a project proposal. Proponents may come from an ASEAN Member State (AMS), ASEAN External Partner or the ASEAN Secretariat. The Proponent must channel their project proposal through relevant government line ministries or agencies to identify priorities, and focus their project on the ASEAN Community Blueprint or relevant Sectoral Body work plan.

The **Implementing Agency (IA)** is the legal entity nominated by the Proponent to receive project funding and who then implements the approved project. The IA may be the Proponent or another agency or entity. The IA is responsible for realising a project's objectives and outputs, monitoring and reporting, and the submission of the required project reports to ASEAN through the ASEAN Secretariat.

Note: There will be many stakeholders involved in most projects, including target groups, service providers, government departments, officials, media representatives, and community groups, among others. The Toolbox (Annex 3, Tool 1) offers a Stakeholder Assessment guide to help list and analyse all relevant stakeholders, so that Proponents can decide if and how they should be engaged in a project.

Depending on the funding terms of reference (TOR), eligible IAs are:

- ministries and government-affiliated organisations from ASEAN Member States and Dialogue Partners (DP),
- non-profit organisations with proposals that have been endorsed or jointly proposed by a relevant ministry, and
- the ASEAN Secretariat.

4.2. Responsibilities and Steps for Project Proponents

This section defines the responsibilities of Proponents and Implementing Agencies for items related to project implementation, as well as a description of the proposal development process.

4.2.1. Major Responsibilities

Proponents have seven major responsibilities during project proposal development.

First, **Proponents must follow guidelines**. Proponents must develop project proposals in accordance with ASEAN's rules and guidelines. Relevant ASEAN Sectoral Committee or ASEAN Bodies must be identified. The prescribed project proposal template must be submitted electronically in Microsoft Word or Excel. The Proponent must liaise, as needed, with the ASEAN Secretariat to ensure that a project proposal is aligned with the relevant ASEAN Sectoral Committee or ASEAN Body priorities.

Second, **Proponents must consult** with the relevant ASEAN Programme Management Team (PMT), if applicable, before submitting a project proposal for appraisal and approval by the ASEAN Secretariat.

Third, **Proponents must submit** their project proposal to the ASEAN Secretariat through an AMS, an ASEAN National Secretariat or line agency, an ASEAN body, the relevant ASEAN Secretariat Sectoral Division, ASEAN's Programme Cooperation and Project Management Division (PCPMD), ASEAN's External Relations Division (ERD), or during a meeting of an ASEAN Sectoral Committee or ASEAN Body.

Fourth, **Proponents must develop reporting mechanisms**. Proponents must attach interim or completion reports for previous project phases when submitting recurring or next phase project proposals. Such reports must take into account the results, feedback, and inputs from previous phases during the design of recurring or next-phase project phases. Next-phase project proposals shall be appraised and approved by the ASEAN Secretariat.

Fifth, **Proponents must identify the proposed source of funding** before submitting a proposal for appraisal. Proponents may seek assistance from a Desk Officer at the ASEAN Secretariat, who may consult with the ERD, PMT, PCPMD, or Finance and Budget Division on the most suitable funding source.

Sixth, **Proponents must revise proposals** based on comments received during the appraisal and approval process.

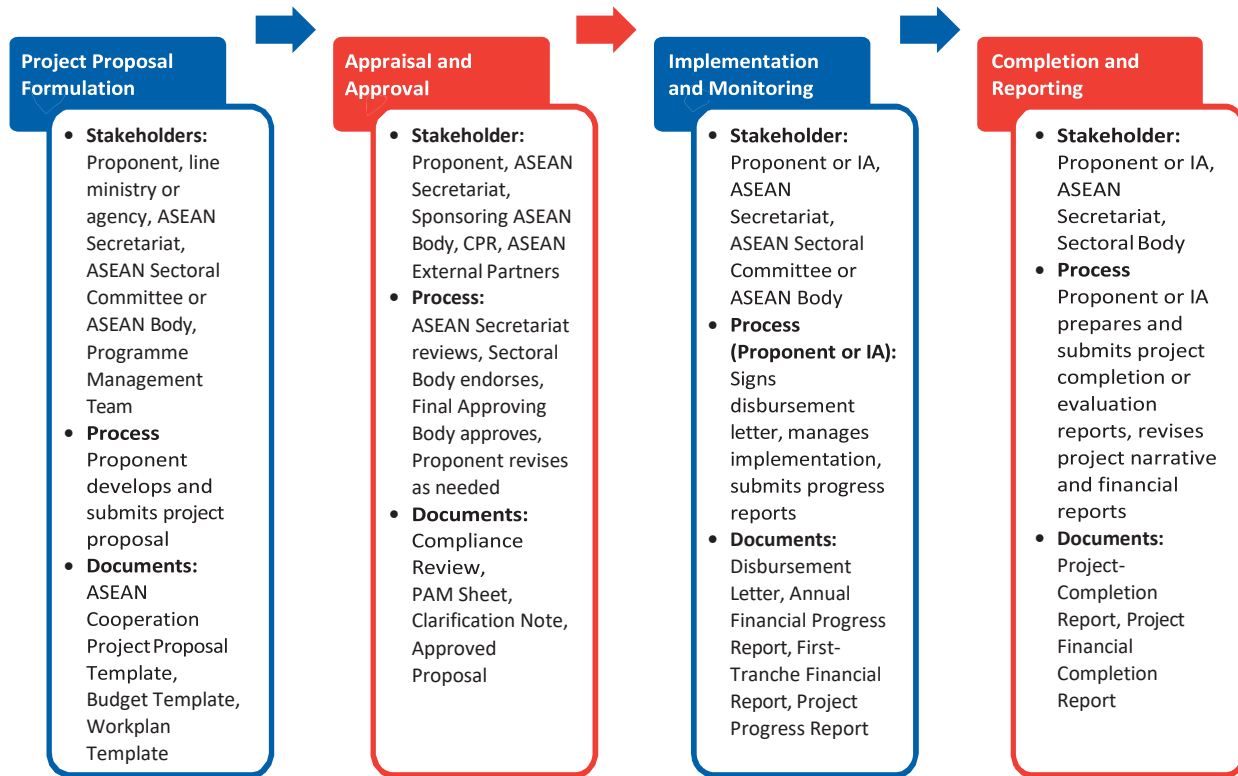
Seventh, **Proponents must meet ASEAN's deadlines**. Proponents must submit project proposals to the ASEAN Secretariat at least 88 working days prior to the intended project implementation date.

4.2.2. Steps of Proposal Development

Proposal development for ASEAN cooperation projects comprises several steps. While the Proponent is responsible for initially formulating a given project proposal, the ASEAN Secretariat has a mechanism that aims to ensure that projects are aligned with the priorities of ASEAN sponsoring body. Related stakeholders, processes, and required documents for project proposals and

approved projects are described in Figure 13.

Fig. 13: Stakeholders, processes and documents for ASEAN cooperation projects.



4.3. ASEAN Cooperation Project Proposal Template

The ASEAN Cooperation Project Proposal Template sets out the minimum requirements for Proponents. A sample completed template can be found in Annex 2 and is available online at <http://asean.org/resource/asean-project-templates/>.

The template is designed to produce results-based proposals when used along with the Toolbox in Annex 5 (see opposite).

How to complete each part of template is further explained in step-by-step detail, in next eight sub-sections of this chapter. It may be helpful to reference Annex 2 while reading.

Toolbox (Annex 3): Tools for Designing Results- Based Projects

1. Stakeholder Assessment
2. Problem-Tree Analysis
3. Objective-Tree Analysis
4. Intervention Logic
5. Risk Analysis
6. Developing Indicators

4.3.1. Project Details (Step One)

The following information must be recorded in the first section of the ASEAN Cooperation Project Proposal Template.

a. Proposal Identification Code.

The ASEAN Secretariat will provide the relevant code, or reuse the code initially provided for recurring or next-phase projects, as described below.

b. Project Title.

Formulate a concise project title that encapsulates the essence of the proposed project and that reflects its main purpose—not just the project’s key activity or event.

c. Brief Project Description (300 Words Max).

Provide a brief description of the proposed project to be placed on the first page of the proposal. The description must summarize the proposal’s objectives and key outputs or activities. It should be succinct—**no more than 300 words**—while containing enough information for approving bodies to understand how the proposal might contribute to ASEAN’s overall goals.

Tip

Project Descriptions

Although the description appears on the first page of a project proposal template, make it the last thing written, after the proposal is conceptualised and designed—just as is done for an executive summary.

d. Recurring and Next-Phase Projects.

Indicate if the proposed project is part of a series of projects that involve similar objectives, outputs, and activities.

- i. *Recurring projects* are previously approved projects that have similar objectives, outputs, and activities and that were intended to be repeated on a fixed or indeterminate schedule. Examples include an annual publication or regularly scheduled workshops.
- ii. *Next-phase projects* continue or build upon the activities of previous projects by expanding a project's scope or by covering additional areas that were not explored by previous projects. These are not considered as recurring projects, since the proposals will be different.

In either case, use the project code provided by the ASEAN Secretariat for the previously approved project.

Tip

Developing Next-Phase Projects

It is difficult for short-term projects to show long-term results, which is the ideal for ASEAN's results-based project management ethos. Next-phase projects are valuable, as they make it more likely that short-term projects can deliver (or contribute to delivering) longer-term results. However, Proponents must clarify the link between the next-phase project proposal to the earlier phases, e.g., which results will the proposal build on? How will this be done? How will previous results be used? How will the follow-on project help achieve higher-level results?

e. Project Classification.

Projects must be classified correctly by the ASEAN Secretariat and approving bodies to assess their eligibility, scope, and potential contribution to the implementation of ASEAN strategies.

f. Scope.

Indicate if the proposed project is single-Sectoral, i.e., sponsored by one Sectoral Body, such as the Agriculture Sector, or cross-Sectoral, i.e., sponsored by multiple Sectoral Bodies, such as the Agriculture and Infrastructure Sectors. Single-Sectoral and cross-Sectoral projects have different appraisal and approval mechanisms and processing times.

Proponents of cross-Sectoral projects must specify the ASEAN Community Blueprint, Characteristics, and Action Line on which their project proposals will focus. Proponents must also indicate the Sector that will provide the

largest budget allocation. This will help the ASEAN Secretariat identify the Lead Division to coordinate the proposal.

g. Pillar.

ASEAN comprises three Pillars, also known as Communities: The ASEAN Economic Community (AEC), the ASEAN Political-Security Community (ASPC), and the ASEAN Socio-Cultural Community (ASSC). Project proposals must support a specific Pillar's Community Blueprint, e.g., the ASEAN Economic Community Blueprint, the ASEAN Socio-Cultural Community Blueprint, or the ASEAN Political-Security Community Blueprint.

Specify the respective ASEAN Community Blueprint, the Characteristic, and Action Line.

- ASEAN 2025: Forging Ahead Together
- Initiative of ASEAN Integration (IAI) Work Plan IV (2021-2025)
- The Master Plan for ASEAN Connectivity (MPAC) 2025

Tick either "IAI" or "Connectivity" if the proposed project relates to the Initiative for ASEAN Integration Work Plan III or to the Master Plan for ASEAN Connectivity 2025 respectively.

h. Nature of Cooperation.

Categorise a proposed project, or the nature of cooperation it would generate between ASEAN Member States, according to the following criteria:

- **Confidence Building**, for proposals that would foster an understanding of common areas of interest, or those that would increase the potential for achieving objectives through cooperation and action at the regional level.
- **Harmonisation**, for proposals that would develop a common approach within ASEAN Member States for programme management.
- **Special Assistance**, for proposals that would bridge development gaps or aid ASEAN Member States that need help in adopting harmonised management practices.
- **Joint Efforts**, for proposals that would create regional institutions that can act on behalf of ASEAN Member States in areas where there have been agreements to delegate responsibility.
- **Regional Integration and Expansion**, for proposals that would enlarge ASEAN's scope of influence by showcasing successful institutions as models of regionalism, or to promote the adoption of other programmes through a bi-regional cooperation process.

i. Type of Intervention.

The following types development interventions have been shown to accelerate ASEAN regional integration, and are favoured for ASEAN Community project proposals:

- Harmonisation of national policies, to create a regionally consistent legislative framework for institutional practices.
- Harmonisation of institutional mechanisms, to implement consistent regional management practices and regimes, especially within the Public Sector.
- Capacity building, in relevant key and supporting Sectors, to initiate necessary institutional changes, so that harmonisation can be accelerated.

j. Project Duration.

Please select an applicable project duration period.

k. Proposed Commencement and Completion Date.

A project is considered to have commenced on the date that the Proponent or IA is informed of the approval and upon receipt of the first tranche of funds disbursement. A project is considered to have been completed when the project completion report and unspent balance, if any, has been received and verified by the ASEAN Secretariat.

l. Participating ASEAN Member States.

ASEAN cooperation projects are expected to involve the participation of every ASEAN Member State. If a project involves the participation of every ASEAN Member State but in different ways (e.g., through different levels of assistance) or **does not** involve every ASEAN Member State, please indicate the reason.

m. Sponsoring ASEAN Body.

Identify the relevant ASEAN Sectoral Committee or ASEAN Body that will oversee the proposed project area. Annex 1 lists every ASEAN Sponsoring Body that might potentially endorse a proposal. Proponents should contact the ASEAN National Secretariat in their country to identify the appropriate national focal point, or consult with the ASEAN Secretariat.

Proponents must work with relevant line ministries to ensure that their project proposals are fully aligned with relevant Sectoral plans and the priorities of the project funding source. For project funds with Project Management Teams (PMT) at the ASEAN Secretariat, the PMT can facilitate

and provide technical assistance during project proposal development.

If the project involves cross-Sectoral issues, Proponents must identify other appropriate sponsoring ASEAN Sectoral Committee or ASEAN Bodies in addition to the lead ASEAN Sponsoring Body.

n. Proponent's Name and Address.

Provide the Proponent's name, contact details and address. The Proponent will be the contact point during the appraisal and approval stages. If the IA is different from the Proponent, provide the name, contact details, and address of that institution, as well.

o. Date of Proposal Submission.

Indicate the date that the proposal was submitted to the ASEAN Secretariat, the overall plan for the project's implementation, as well as the estimated duration of the project's implementation.

p. Proposed Funding.

Consult with the ASEAN Secretariat, relevant ASEAN Sectoral Committee, or relevant ASEAN Body to identify a proposed funding source.

q. Proposed Project Budget.

State the proposed total project budget in US dollars. This should be consistent with the detailed budget proposal that is required by the project proposal template.

4.3.2. Project Justification, Regionality, Beneficiaries (Step 2)

The following information must be recorded in the second section of the ASEAN Cooperation Project Proposal Template.

a. Current Problem.

In no more than 600 words, describe the problems in the region or Sector that the project seeks to address. Explain the cause of these problems. The description must be clearly linked to project's objectives.

The Toolbox (Annex 5, Tool 2) offers a step-by-step approach for analysing problems in a project context.

Tip

Problem Analysis

Problem analysis is a critical step in project design. Results-based projects must be based on a clear understanding of the problem that a project aims to solve or improve. Without this understanding, a project is not necessary and its results would likely be unsustainable.

i. Regionality.

Show that the problem or issue affects more than one ASEAN Member State and requires regional action. This is essential if the project is to be considered as an ASEAN cooperation project.

ii. Project History.

List any related projects or activities, whether current or complete. Describe how this new proposal would complement them. For recurring projects, please include details of any outputs or lessons learned during the previous project.

iii. Beneficiaries.

Please state who and how many people would directly benefit from this project, and how many of these direct beneficiaries would be men and how many would be women. Proponents should also identify who will indirectly benefit from implementation.

The Toolbox (Annex 5, Tool 1) provides a step-by-step approach for conducting a stakeholder assessment, which can be used for identifying beneficiaries as well as other relevant project stakeholders.

4.3.3. Develop a Project Results Matrix (Step 3)

The following information must be recorded in the third section of the ASEAN Cooperation Project Proposal Template.

Note: The project proposal must present intended project results in the format depicted in Figure 14. This is crucial for ensuring results-based project design.

Proponents must demonstrate how short-term project results will lead to actual changes in behaviours, policies, or agreements that will contribute to achieving ASEAN's strategic objectives. The results framework presented below is based on the Logical Framework Approach (LFA), which is the most commonly used project management tool in international development.

These Tools in the Toolbox (Annex 3) provide guidance for Proponents in developing a results framework.

- 3. Objective Tree Analysis**
- 4. Intervention Logic**
- 5. Risk Analysis**
- 6. Developing Indicators**

Figure 14: Intended project results, sample format.

Overall Objective (Impact) The intended physical, financial, institutional, social, environmental, or other high-level development results, e.g., at the ASEAN Blueprint level, to which a project is expected to contribute.			
Project Objective (Outcome) Results the project intends to achieve via project outputs and activities, a.k.a., what are the project's final deliverables? What changes does the project intend to generate, e.g. in practices, policies, etc. While a project generally only has one objective there may be several intermediate outcomes. These might be changes in the actions and behaviours of target groups, relations between stakeholders, etc.	Indicators (Measuring Achievements) How will achieving project outcomes be measured? Indicate realistic and measurable quantitative or qualitative factors.	Sources/Means of Verification How will data be collected to support indicators? What secondary sources are available? Does the project need to use primary data collection tools?	Risks and Assumptions Risks: Which external factors might negatively affect the successful achievement of the project's objective? Assumptions: Which conditions need to hold true for the project objective to be successfully achieved? Both risks and assumption should be mentioned.

<p>Outputs (Direct Project Results)</p> <p>What results will the project deliver directly, e.g., what products, services, or improvements of knowledge, skills, or attitudes for target groups will realise project objectives.</p>	<p>Indicators (Measuring Achievements)</p> <p>How will achieving project outputs be measured? Indicate realistic and measurable quantitative or qualitative factors.</p>	<p>Sources/Means of Verification</p> <p>How will data be collected to support indicators? What secondary sources are available? Does the project need to use primary data collection tools?</p>	<p>Risks and Assumptions</p> <p>Risks: Which external factors could negatively affect the successful achievement of the project outputs?</p> <p>Assumptions: Which conditions need to hold true for the project outputs to be successfully achieved?</p> <p>Both risks and assumption should be mentioned.</p>
<p>Main Activities:</p> <p>List the actions or activities that the project will implement to achieve the above results or outputs.</p>			
<p>The project can have more than one result or output. Add rows as necessary.</p>			

4.3.4. Present Project Management Arrangements (Step 4)

The following information must be recorded in the fourth section of the ASEAN Cooperation Project Proposal Template. **Content must be presented in no more than 600 words.**

a. Management Arrangements.

Briefly describe the project's management structure, including responsibilities, coordination mechanisms, and the project-management reporting line. Include a description of the management role of sponsoring ASEAN Bodies or Committees, as needed.

b. Human-Resource Inputs.

Specify the type and number of personnel involved in the project. Include the terms of reference for each position in the annexes.

c. Monitoring and Evaluation Arrangements.

Outlines must project how monitoring and reporting of the project will be done. Note that progress reports will be required for projects spanning two financial years, or that last longer than one year. Project evaluations are also required for projects with budgets greater than USD 1 million. Proposed budgets must include these reporting requirements.

Please see the Toolbox (Annex 5) for common data collection instruments that can be used for monitoring results, specifically Tool 7 (Monitoring Frameworks), Tool 8 (Survey Design), Tool 9 (Interviewing Techniques), Tool 10 (Focus Group Discussions), and Tool 11 (Most Significant Changes). More information can be found in Chapter 6 (Implementation and Monitoring) and Chapter 7 (Project Completion and Evaluation).

Monitoring and evaluation are crucial elements in results-based management. They need to be planned for during the project development phase. The results defined in the results table are the starting point for M&E. However, knowing which results to plan for is not the same as knowing how to measure them. The indicators advise what to measure and the sources or means of verification offer guidance on how to measure the results.

4.3.5. Project Sustainability (Step 5)

The following information must be recorded in the fifth section of the ASEAN Cooperation Project Proposal Template. **Content must be presented in no more than 300 words.**

State how the outputs and benefits of a project will be sustained after project is completed. When relevant, include the following:

- Estimated likelihood that beneficiaries will continue to make use of the project's outputs. Briefly describe the activities that the proposal makes to ensure sustainability, if any.
- Description of support given by relevant government or private sector bodies that would likely increase a project's sustainability or benefits. Will this support likely continue after the proposed project ends?

Note on Sustainability: Well-designed projects are designed to be sustainable so that the changes and benefits achieved will last after the project has been completed. For this to be realistic, the project plan needs to already take these factors into account, e.g., what can be done in the design of the project to make sure that the changes do not fade away over time? The Toolbox (Annex 3, Tool 13) offers guidance, as well as Chapter 7, which discusses project completion.

4.3.6. Address Gender and Other Cross-Cutting Issues (Step 6)

The following information must be recorded in the sixth section of the ASEAN Cooperation Project Proposal Template. **Content should be presented in 300 words, maximum.**

a. Gender.

Gender is a critical consideration for ASEAN. The ASEAN Human Rights Declaration states that the rights of women are an inalienable, integral, and indivisible part of human rights and fundamental freedoms. The ASEAN Community Vision 2025 envisions 'an inclusive community that promotes high quality of life, equitable access to opportunities for all and promotes and protects human rights of women'. The ASEAN Socio-Cultural Community 2025 Blueprint has identified strategic measures that seek to reduce barriers faced by women and girls, promote and protect human rights, and ensure equitable access for all.³

Indicate how gender-related issues will be taken into account during project implementation, specifically addressing how women and men would equally benefit from the project, and whether the proposed project has allocated resources for this purpose. Proposals must ensure that projects ensure equal opportunities for participation where appropriate, and how this will be monitored.

Indicate whether the elements in Figure 15 are included in the project design.

³ <https://asean.org/asean-socio-cultural/asean-ministerial-meeting-on-women-ammw/overview/>

Gender-Inclusive Project Planning:	Yes	No
Project promotes knowledge of how women are impacted by the project.		
Project promotes participation of women in decision making.		
Project enhances access of women and girls to skills, technology, funding, and other forms of support.		
Project addresses gender stereotypes or creates a positive image of women and girls.		
Project addresses violence against women and girls.		
The project promotes the allocation of resources for gender-responsive projects and programmes.		
If 'yes', please provide information on how this is included:		

Fig. 15: Gender elements for project planning.

b. Other Cross-Cutting Issues.

ASEAN is also committed to protecting human rights, as well as to upholding environmental sustainability through its support of several declarations, such as the ASEAN Declaration of Human Rights⁴ and the ASEAN Declaration on Environmental Sustainability.⁵

State how these cross-cutting issues will be addressed by the project, as applicable. Other cross-cutting issues include:

- environmental sustainability;
- inclusion of marginalised groups such as children, people with disabilities⁶, or elderly people, among other people;
- human rights; and
- technology or social innovation and ICT issues.

⁴ In 2013, the 10 AMS have undersigned the ASEAN Human Rights Declaration, including Civil and Political Rights; Economic, Social and Cultural Rights; Right to Development; and Right to Peace. Ref the ASEAN Human Rights Declaration.

https://www.asean.org/storage/images/ASEAN_RTK_2014/6_AHRD_Booklet.pdf

⁵ In 2007, the 10 AMS have undersigned the ASEAN Declaration of Environmental Sustainability. https://asean.org/?static_post=asean-declaration-on-environmental-sustainability

⁶ In 2012, the 10 AMS have undersigned ASEAN Enabling Masterplan 2025: Mainstreaming the Rights of Persons with Disabilities. <https://asean.org/asean-enabling-masterplan-2025-mainstreaming-rights-persons-disabilities/>

4.3.7. Assess Potential Risks (Step 7)

The following information must be recorded in the seventh section of the ASEAN Cooperation Project Proposal Template.

Outline all significant potential external risks or threats that might affect the project's success, such as a lack of interest from the target group, security issues, or political risks, among other things. Present these risks or threats along with a mitigation strategy using the table in Figure 16.

For a practical guide how to conduct a basic project risk analysis and formulate mitigation strategies, refer to the Toolbox (Annex 5, Tool 5).

Risk/Threat	Mitigation Strategy

Fig. 16: Risks, threats and mitigation strategy table for proposals.

4.3.8. Required Annexes (Step 8)

The following annexes must be appended to a completed ASEAN Cooperation Project Proposal Template:

a. Annex 1: Budget Proposal

Using the format provided, outline budget input costs under relevant subheadings. Include a project evaluation budget for projects that have an estimated budget of more than USD 1 million or that will last longer than one year. A sample budget proposal is contained in this Manual, Annex 2B.

b. Annex 2: Indicative Work Plan

Using the format provided, develop a work plan that sets out a timeframe for each of the project's main activities. The work plan must cover the entire period of the project.

Monitoring, reporting, and budgeting, as appropriate, must be included in the work plan. Such activities might include, for example, conducting a baseline survey at a project's start, a midterm review meeting, or monitoring visits at the halfway point and toward the end of a project. Work plans must include evaluations for projects with an estimated budget greater than USD 1 million or that will last for longer than a year. A sample indicative work plan is contained in this Manual, Annex 2C.

c. Annex 3: Additional Supporting Documents

List additional supporting documents that will be submitted with the project proposal that will enhance understanding of the proposal and its overall strategy, e.g., reports, memoranda of understanding, etc.... Sample additional documents are contained in this Manual, Annex 2C.

Chapter 5: Project Appraisal and Approval

Project proposals must go through a review and appraisal process by the ASEAN Secretariat, the relevant ASEAN Sectoral Committee or ASEAN Body, and the Final Approving Body.

5.1. General Principles

Proposals can be recognised as ASEAN cooperation projects if they meet the criteria described in Chapter 2, according to the **Standard Operating Procedures for Project Appraisals and Approvals (SOP PAA)**. Also note that:

- Projects processed and approved under the SOP PAA are considered ASEAN cooperation projects, and
- ASEAN External Partners can request recognition of a project as an ASEAN-External Partner cooperation project upon securing the necessary approvals from ASEAN.

5.2. Project Scope

Projects seeking funding from the ASEAN Development Fund (ADF), the ASEAN Cultural Fund (ACF), or Trust and Project Fund (TPF) managed by the ASEAN Secretariat must be processed under the SOP PAA.

The following types of proposals must also be processed under the SOP PAA:

- Proposals seeking funding from external funds that are outside of the TPF and that are established and administered by the ASEAN Secretariat—provided that ASEAN and the relevant ASEAN External Partner have yet to agree on project appraisal and approval guidelines for the said fund.
- Projects seeking funding from a TPF established by an ASEAN Sectoral Committee or ASEAN Body that does not have their own appraisal and approval process.

Partnerships and cooperations may be recognized in different ways. The types of proposals listed below must be processed under the Standard Operating Procedures for Project Appraisals and Approvals, which includes endorsement by the ASEAN Sponsoring Body and final approval by the relevant approving body or the Committee of the Permanent Representatives to ASEAN (CPR):

- ASEAN cooperation projects funded by an individual ASEAN Member State.
- Multi-year programmes or project facilities funded by ASEAN External Partners. Sub-projects and activities under endorsed multi-year programmes or project facilities shall be approved using existing agreed-to governance mechanisms, such as the Project Steering Committee (PSC), which, in principle, shall be based on the main elements of the SOP PAA.
- Projects and programmes to be funded by ASEAN Sectoral Dialogue Partners and ASEAN Development Partners; and
- Projects and programmes funded by other external partners including multilateral and international organisations, such as the World Bank, the ASEAN Development Bank and United Nations agencies. Endorsement needed is from the ASEAN Sectoral Body while the CPR will be notified.

5.3. Duration of Appraisal and Approval

Proponents seeking proposal funding from an ASEAN-Secretariat-managed Fund must allocate at least 88 working days for a single-Sectoral project and 96 working days for a cross-Sectoral project prior to the intended implementation date. This includes 30 days for revisions to the project proposal.

Proponents may request an extension for revising a proposal up to 20 working days, as prescribed in the SOP PAA processes. The PCPMD will oversee the process of appraisal and approval.

5.4. SOP for Appraisals and Approvals Process

The SOP PAA cover **three main phases**, as per Figure 17. Each phase is explored briefly below.



Fig. 17: Phases of the appraisal and approval process.

Phase One: ASEAN Secretariat Review

The ASEAN Secretariat will focus upon adherence of the project proposal to the ASEAN Cooperation Project Proposal Template, as well as on the clarity of each section, including benefits and inclusion of ASEAN Member States, objectives, outputs, indicators, means of verification, and management of the project.

Proposals endorsed by a relevant ASEAN Sectoral Committee or ASEAN Body that are recurring or are valued under USD 100,000 may be exempt from full application of the SOP PAA, provided that the ASEAN Secretariat can confirm that due diligence and compliance with existing rules and procedures was performed during development of the proposal.

Phase Two: Review and Approval by ASEAN Sponsoring Body or Committee

The ASEAN Secretariat will submit proposed projects to the ASEAN Sectoral Committee or ASEAN Body for review and approval.

Some projects may have been approved by relevant ASEAN committees or bodies prior to ASEAN Secretariat review. The ASEAN Secretariat will ensure due diligence in reviewing that proposals adhere to policies and guidelines prior to submission to the Final Approving Body.

For projects **excluded** from the SOP PAA and submitted for recognition under the Guidelines for Recognition of Projects Supported by ASEAN's External Partners Outside of the ASEAN Trust and Projects Funds, the ASEAN Secretariat will first submit the project proposal to the relevant ASEAN Sectoral Committee or ASEAN Body and then to the CPR for final approval.

If a project proposal is submitted or presented by ASEAN External Partner to the ASEAN Sectoral Committee or ASEAN Body—either at a meeting or by letter—it may be considered directly by the ASEAN Sectoral Committee or ASEAN Body. Such proposals must use the format as agreed to by the relevant Sectoral Body. The ASEAN Sectoral Committee or ASEAN Body may ask the ASEAN Secretariat to conduct its assessment according to the guidelines mentioned above.

Phase Three: Final Approving Body Review and Approval

Projects seeking funding from the Trust and Projects Fund must be approved by both ASEAN, usually through the CPR and the relevant ASEAN External Partner. This process takes approximately 45 calendar days.

For project proposals without a relevant ASEAN Sectoral Committee or ASEAN Body, the proposal will be submitted by the PCPMD to the CPR for endorsement and recognition after meeting criteria as prescribed in the guidelines mentioned above.

If a proposal is revised by the ASEAN External Partner, and if the changes fulfil one or more of the criteria that required resubmission to the CPR, the PCPMD will submit the proposal for the Post-CPR Approval process.

Chapter 6: Project Implementation & Monitoring

6.1. General Principles

This Chapter provides general guidance and procedures for implementing ASEAN Cooperation projects, specifically for those funded by TPF managed by the ASEAN Secretariat.

6.1.1. Final Approved Project Proposals

After a proposal is approved, the project will proceed with implementation. The final approved project proposal and its annexes, e.g., the proposed budget and indicative work plan, will be the basis for disbursement, activity implementation, monitoring, and project completion. The Implementing Agency must follow the final approved budget, scope, and implementation timeframe.

The IA shall adhere to the processes detailed in this Manual, from funds disbursement to completion. Refer to Chapter 7.2 for detailed guidelines governing each stage of implementation.

6.1.2. Mandate to Implement

An approved project proposal gives the Proponent a mandate for implementation. After approval, the Proponent will be notified by the ASEAN Secretariat and funds will be disbursed to the Proponent. If the IA differs from the Proponent, funds will be disbursed to the IA identified in the approved project proposal. In cases where an IA has not been identified or selected, the selection and procurement of an IA, based on the approved project proposal, shall be done.

The IA will be responsible for receiving funds, as well as project implementation, monitoring, and completion. The IA must report and communicate regularly with the ASEAN Secretariat, among other bodies, by submitting progress and completion reports. Eligibility requirements for IAs differ depending on the source of funds; Proponents must check with the ASEAN Secretariat and the PMT, as needed.

6.1.3. Project Location

Projects to be implemented in an AMS or partner country must follow local laws, rules, and procedures during implementation after funds are disbursed by the ASEAN Secretariat.

If the ASEAN Secretariat is the IA, implementation shall be in accordance with existing ASEAN project guidelines and procedures, including the SOP PAA, the ASEAN Secretariat Financial and Administrative Rules and Procedures (AFARP), and the Guidelines on Closing ASEAN Cooperation Projects.

6.2. Implementing Agency Responsibilities

The IA is responsible for the areas listed below.

- Managing project implementation in accordance with the approved project proposal, budget, indicative work plan, and ASEAN project guidelines, including financial disbursement and project reporting requirements.
- Seeking endorsements from relevant ASEAN Sectoral Committees or Bodies and the CPR, through the relevant Desk Officer, on needed revisions to the project proposal, including budget, objectives, and timeframe.
- Acting as a focal point and main resource for project implementation, as requested by the ASEAN Sponsoring Body or by the ASEAN Secretariat.
- Keeping up-to-date information on contact people for the Desk Officer, relevant ASEAN Sectoral Committee, or ASEAN Body.
- Undertaking project monitoring and preparing progress and completion reports, in accordance with the Disbursement Letter, the approved project proposal, and the TOR of the Fund, and for submission to relevant ASEAN Sectoral Committees, ASEAN Bodies, or Desk Officer.

6.3. TPF Project Fund Disbursement and Commencement

For TPF projects, the implementation period starts from the project commencement date as stated in the approved project proposal. IAs must inform the ASEAN Secretariat, through the Proponent, of updates to the indicative work plan at project commencement, especially if there are changes to the project proposal's approved work plan.

Under the Standard Operating Procedures for Project Financial Disbursement and Reporting (SOP PFDR), a project will commence from the date the IA or Proponent is informed of the proposal approval, and upon receipt of the first disbursement.

For approved projects funded by TPF under the ASEAN Secretariat, the SOP PFDR lists the requirements and procedures for financial disbursement, financial oversight, and financial accountability for IAs and Proponents.

6.3.1. General Principles

The main references and guiding policies for the ASEAN Secretariat's SOP PFDR are as listed below.

- The ASEAN Secretariat uses accrual basis accounting. Financial statements must be presented in accordance with International Public Sector Accounting Standards (IPSAS). Accrual basis accounting requires recognition of project expenses when a transaction occurs. As such, project expense reports or project financial reports must be received by the ASEAN Secretariat in a timely manner, without delay, so the ASEAN Secretariat can book the project transactions in the proper period or fiscal year.
- The ASEAN Secretariat's fiscal year is from January to December.

- The ASEAN Secretariat's functional currency is the US dollar. Financial Statements are expressed in US dollars.
- All funds are subject to annual financial audit (external audit), or internal or management audit. An audit requires sufficient evidence of transactions for the project's approved activities and budget.

6.4. Disbursement Letters and Bank Accounts

This sub-section provides more information on the process and requirements for funds disbursement.

6.4.1. Disbursement Letters

For projects using TPF managed by the ASEAN Secretariat, an official disbursement letter will be issued after project approval. The letter will clarify reporting requirements for the IA that has been entrusted with the funds.

Unspent balances or interest remaining from the funds must be returned to the ASEAN Secretariat account after project completion as prescribed in the Disbursement Letter. Refer to Annex 5 for the Disbursement Letter template.

6.4.2. Bank Accounts

Funding will be disbursed in US dollars to a bank designated by the IA. The ASEAN Secretariat would restrict cash payment and only transfer funds to the designated bank account.

IA recipient bank accounts must be in the name of an official institution.

6.4.3. Fund Tranches

Funding will be disbursed in tranches, depending on the duration of the project.

For projects with 1 (one) year duration or longer, funds will be disbursed in tranches; 70% of initial disbursement and 30% upon submission of Project Financial and Completion reports as appear in Annex A and Annex C of SOP PFDR, respectively. The Implementing Agency/Proponent can request for further disbursement of 20% upon submission of the financial report of the first tranche.

For projects less than 1 (one) year duration, funds will be disbursed 90% of initial disbursement and 10% upon submission of Project Financial and Completion reports. Projects that might fall under this category would be workshops, meetings, and disbursement of emergency fund.

6.5. Introduction to Results-Based Project Implementation

The project team is responsible for achieving results, not just for implementing activities. This is a key principle of results-based projects. The basis for project implementation is the results framework (or logframe) developed during the

project proposal stage (see Chapter 4).

A project's management must monitor indicators at the output and outcome level—or, in the case of larger projects, management must receive and review monitoring reports. On the basis of this information, they must assess whether the project is on track and achieving its intended results, as per the results framework.

For example, if a training activity has been implemented, but the right target groups have not participated, then the project outputs have not been achieved. The project management and team must continually review and adapt activities so that the achievement of results can be improved throughout a project's lifecycle, and so that lessons can be learned for follow-up projects.

All members of the project staff must be aware of the results framework—not just the activities that they implement personally. Team members must know and understand the results framework, as well as how their activities fit into the bigger picture, so that they can alert the project management if activities do not achieve the planned results on the output level. It is the responsibility of a management to provide the team with an overall understanding of the results framework and to encourage the team to sound the alert if they feel activities are not yielding the results as planned.

Results-based project management typically involves several different meetings and mechanisms, which are described in the following sub-sections.

6.5.1. Inception Meeting

It is recommended that project teams conduct an inception meeting or workshop at the start of project implementation.

The meeting should have the broad objectives of passing to project stakeholders information on the project's objectives, expected results, activities, and work plan; as well as discussing and clarifying the responsibilities of each stakeholder.

An inception meeting is important if the project proposal was developed well before the start of a project, or if the team members to be involved in implementation were not involved in a project's conceptualization. It may necessary to review the results framework and make adjustments according to changes in the context since the proposal's development.

Resource persons from the ASEAN Secretariat, or the relevant project management team, can be invited to the meeting to provide input and technical advice on implementation.

The output of the meeting should be a project implementation arrangement among stakeholders and a finalized work plan budget. Advise the ASEAN Secretariat, through the relevant Desk Officer, of any changes to the results framework.

The following agenda items for an **Inception Meeting or Workshop** can be considered. The specific agenda items to include, and how to facilitate them, depends on which stakeholders were part of the proposal development and the time elapsed since proposal development. Here is a list of potential agenda items:

- Introduction of the project partners and stakeholders present.
- Stakeholder assessment exercise (**Annex 3, Tool 1**).
- Presentation of the problem analysis, or a participatory review of the problem-tree analysis exercise (**Annex 3, Tool 2**).
- A visioning exercise, in which sub-groups are asked to make a drawing of how they envision the project context would look after successful completion of the project. This drawing should depict the situation some time after the project has been completed, not the project itself: What does the community/environment/country look like? How has the situation improved? What are people doing? What infrastructure has been developed? What relationships have they formed, etc.? Encourage participants to be creative. Use colour crayons and large sheets of paper. This exercise will help participants focus their attention on the future and enhance their creativity, long-term perspective, and problem-solving capacity.
- Presentation of the external risk analysis, or participatory review of the risk analysis and mitigation exercise (**Annex 3, Tool 5**).
- This can be followed by a presentation and discussion of the results framework—especially there are many people who were not involved in developing the proposal, or if significant time has elapsed. The ASEAN Secretariat needs to be informed of any modifications to the results framework or work plan.
- Discuss and decide who will be responsible for reporting and monitoring.

An inception meeting can last several hours (for short, one-off project projects) or as long as several days (for longer, complex projects). If the workshop involves many stakeholders, engage a professional facilitator.

An Implementing Agency might also devise an **Inception Report**, covering these topics:

- How has the context or the problem changed or developed since formulation of the project proposal, e.g., what are the updated problem, context, and risk analysis?
- Which stakeholders will be involved in the project and what will be their roles or specific contributions?
- Are there any changes to the project results framework? Why?
- How will the results framework be operationalised, e.g., updated methodology, work plan and time frame?

6.5.2. Governance Mechanism

Ensure that multi-year projects have a clear governance mechanism in place to oversee implementation and provide policy guidance. For example, a project steering committee (PSC) comprised of representatives from the sponsoring body, the ASEAN Secretariat, and ASEAN External Partners might meet regularly to discuss project implementation and provide timely decisions or recommendations to improve the project performance.

In absence of such mechanism, multi-year projects should have a midterm review meeting to share information with project stakeholders on the progress of project implementation. During this meeting, deviations should be discussed and determinations made on how these can be tracked back to the plan, or whether the plan needs to be updated or modified. Shorter-term projects may also consider doing a midterm exercise. The output could include documented implementation changes, with or without budget and timeline implications.

A **Midterm Review Meeting** is a meeting with key stakeholders and is mandatory for projects with a duration of more than one year. Even for shorter projects, a midterm review meeting might be useful, especially if unexpected challenges are encountered. Agenda items for a midterm review meeting might include:

- Presentation of monitoring findings and comparison with the results framework: Are we achieving what we set out to achieve? If not, why not?
- It is important to not only review what has been done (activities), but what has actually been achieved, e.g., what have target groups learned (output) and are they already putting the learning into practice (immediate outcomes)?
- What is going well in project implementation? What have been the challenges encountered? What have we learned about how to proceed?
- Are modifications to project design and activity planning needed to achieve better results during the rest of the project?
- If there have been many changes in the context, it may be useful to repeat a risk analysis (**Annex 3, Tool 5**).
- If there have been many shifts in stakeholder engagement, it may be useful to repeat the stakeholder assessment (**Annex 3, Tool 1**).

6.5.3. End-of-Project-Review Meeting or Workshop

This activity discusses project achievements and draws lessons learned and recommendations for the project's future direction. Chapter 7 and Annex 5, Tool 12 offer input and references for drawing out and capturing lessons learned.

The IA must coordinate with relevant Desk Officers on overall project

implementation and participate in the project's governance mechanism. This may include evaluating and securing the approval of any changes requested by the Proponent. For changes with budget implications, the IA must seek approval from the appropriate Fund through the ASEAN Secretariat and the Project Management Team.

When the ASEAN Secretariat is the IA, existing rules and procedures of the ASEAN Secretariat must be followed when establishing the project team, setting up the office, procurement, and implementation.

Desk Officers at the ASEAN Secretariat are responsible for overseeing important project milestones, such as commencement, implementation, and completion, as well as reporting progress to PCPMD, PMT, and the ASEAN Sponsoring Body, as relevant. The IA must report to the DO when the date of the last activity was completed.

An **End-of-Project Review Meeting or Workshop** is advisable for any ASEAN cooperation project and provides important input for the mandatory Project Completion Report. While similar to the Midterm Review Meeting, the End-of-Project Meeting is not focused monitoring, but evaluation: What has been achieved? How successful was the project? Possible agenda items include:

- Presentation of final monitoring findings and comparison with the results framework. Did the project achieve its intended results? Do not review activities and instead focus on outputs and outcomes, such as what target groups have learned, how have new skills or knowledge been put into practice, and what changes have stemmed from that.
- What were the success stories? This is important input for the Project Completion Report, as well as to boost the reputation of Implementing Agencies.
- What challenges were encountered? How were they overcome? What can be learned?
- What lessons learned could be applied to a next-phase or follow-up project? See the **Toolbox (Annex 13, Tool 13)** for guidance.
- What was done to ensure sustainable results? See the **Toolbox (Annex 3, Tool 13)** for guidance.

An End-of-Project review meeting may last days, depending on a project's length and complexity. Engage a professional facilitator for lengthy or complex projects.

6.6. Project Monitoring

Project monitoring and reporting are essential components of project implementation. The IA is responsible for implementing the approved monitoring plan and reporting mechanism, so as to ensure that projects are implemented as efficiently and effectively as possible, and are ultimately able to achieve their objectives and required outputs.

As project implementation starts, so should the IA start to monitor project progress. It is important that the project team develops a monitoring system before the start of a project to track whether it is on track or not, and to ensure that data required for mandatory project monitoring and evaluation is available.

Monitoring is...
the systematic and continuous collection, analysis and use of information for the purpose of management control and decision making to make sure that a project progresses on time, on budget and on target.

Developing a Monitoring System: An Overview

A monitoring system is used by managers at different levels who require relevant, accurate, and timely information to make decisions about the day-to-day management of a program, and to provide data for reporting and organisational accountability. See Figure 18 for more detail.

Monitoring can be simple or complex, depending on a project’s complexity. Therefore, the focus and frequency of monitoring depends on the information needs of the managers who are responsible at the various levels of a project.

The first step in developing a monitoring system is to establish which managers need to exercise oversight over the project during its various stages and activities. Do this by reviewing the program’s expected results and determining what information is required by managers to evaluate results. Based on this analysis, data requirements can be identified and monitoring tools developed and used to collect information.

The next five sub-sections of this chapter offer step-by-step guidance for developing a monitoring system: defining a management structure, clarifying indicators, formulating management questions, putting it all together, and finally, establishing a results-based project-reporting mechanism.

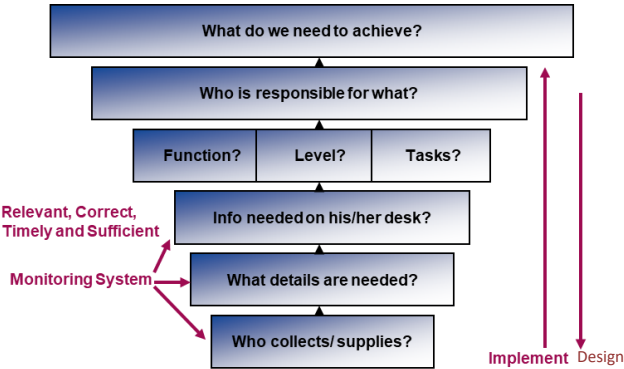


Fig. 18: Developing a monitoring system.

6.6.1. Defining Management Structure (Step 1)

As projects are monitored and evaluated within the context of the ASEAN Secretariat, they must be positioned within the ASEAN Secretariat management structure and its Project Monitoring and Evaluation Framework (PMEF). Figure 19 shows the relationships between ASEAN Blueprints, Sectoral Body work plans and the results that can be measured from individual projects and programs.

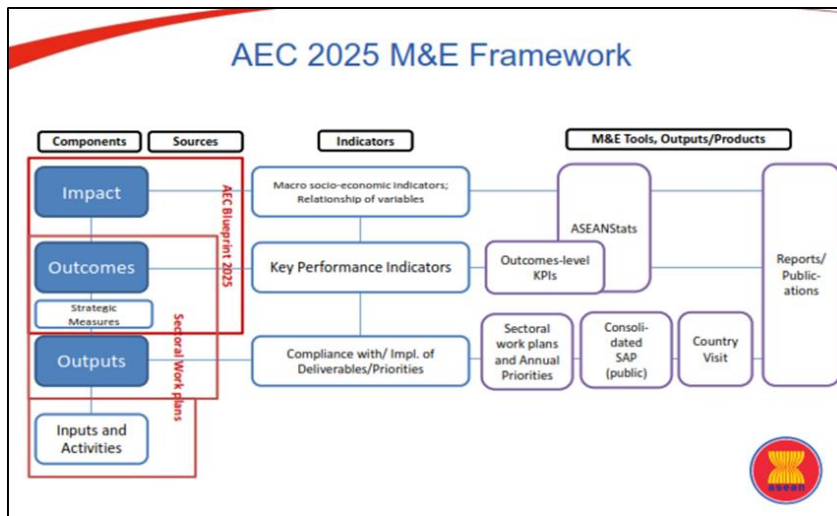


Figure 19: Relationship between Blueprints, work plans and results.

According to Figure 19, the IA or Proponent is responsible for monitoring the project level of inputs, activities, outputs, and for determining whether or not the program contributes to strategic measures at the outcome level. The Sectoral Body is responsible for monitoring the implementation of the Sectoral work plan, and therefore is responsible for the output, strategic measures, and outcomes of the Blueprint.

As stated earlier, a project steering committee (PSC) can be established with representation from the ASEAN Secretariat to ensure that project results are monitored and reviewed in the context of these ASEAN higher-level objectives.

6.6.2. Objectives and Indicators (Step 2)

The next step in the development of a Monitoring System is to revisit the results framework and review its indicators to ensure a logical cause-and-effect relationship. Indicators must also be SMART (specific, measurable, attainable, relevant, and time-bound).

Qualitative, Quantitative and Proxy Indicators

A **quantitative indicator** indicates something that can be measured precisely and numerically. The quantity measured can be a pure number, index, ratio, or percentage. Quantitative indicators are used widely in development projects, as they offer a clear measure of progress and facilitate direct comparisons.

A **qualitative indicator** depicts progress in subjective, non-quantitative terms. For example, while it is impossible to measure quantitatively how much a poor community has been empowered, progress may be graded based on qualitative findings. Both quantitative and qualitative indicators are valuable and important. A good project monitoring framework combines quantitative and qualitative indicators.

A **proxy indicator** refers to information that is sought indirectly. Proxy indicators might be developed for the reasons below:

- The subject cannot be measured directly, as is typically the case for qualitative subjects, such as behavioural changes, living conditions, or good governance.
- The subject is particularly sensitive, making the data obtained potentially unreliable, as in the case of self-reported income levels, or in self-assessments of safe-sex behaviour.

An **Indicator** is a 'quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect changes connected to an intervention, or to help assess the performance of a development actor' (DAC Glossary of Key Terms in Evaluation, May 2002). Indicators are measures that show the results (outcomes/outputs) that have been achieved for a project. Indicators need to be clear and simple. If indicators cannot be measured, we cannot report progress.

Using indirect indicators can be more cost effective than direct indicators, making them typical management tools. Generally, managers are not looking for scientifically reliable data; they look for management-level information. An indirect indicator may offer the best balance between reliable information and the effort needed to obtain data. Some examples of indirect indicators are provided in Figure 20.

Examples of Indicators:

A project that organises journalist workshops about the circular economy might have as an indicator the number of articles published about that topic. An increase in articles published is something that can be measured as a quantitative indicator. Articles may also be assessed with qualitative indicators, which would be based on a subjective analysis of their quality and accuracy. It is useful to include both qualitative and quantitative indicators to measure change.

Figure 20. Examples of indirect indicators.

Sector	Indicator	Indirect/Proxy Indicator
Health	Percent of community members practicing proper handwashing.	Percent decrease in waterborne disease in the community.
Poverty	Percent increase of expendable income by farmer in village.	Percent of tin roofs in the village.
	Percent increased in wealth in a certain neighbourhood.	Percent increase in no. of people owning a car.
Health	Percent of youth practicing safe sex.	Percent increase of contraceptives sold in pharmacies.

6.6.3. Formulating Management Questions (Step 3)

In a management context, information is meaningful only if it answers a question. For monitoring systems, questions are formulated by project management. Questions lay the foundations for the monitoring system, defining which users will need which piece information, for what purpose, when it is needed, and the information source.

When developing a monitoring system, it is important to review the reporting requirements of the project's ASEAN or Dialogue Partners to understand what data needs to be reported and the frequency of reporting.

Remember the difference between monitoring and evaluation. Figure 21 offers some typical monitoring questions. Answers to those questions will form the inputs for project steering and management, to ensure that results are realised.

Typical Monitoring Questions

- Are outputs leading to achievement of project objectives?
- Have activities been implemented on schedule and within budget?
- What is causing delays or unexpected results?

- Are finance, personnel, and materials available on time and in the right quantities and quality?

Figure 21: Typical monitoring questions.

Since ASEAN projects range from one-time workshops to multi-year programs at a regional level, the data sources needed to measure indicators will also vary. Most input, activities, and output-related data can be obtained from a project's records, while outcome data may be available from other sources, or require specific data collection methods. Figure 22 summarizes different data collection methodologies, their benefits, and their limitations.

Method	Benefits	Drawbacks
Questionnaires	Good for quantitative analysis, covers a large sample size.	Needs to be well-structured, analysis can be time consuming with high loss of integrity.
Semi-Structured Interviews	Good for qualitative analysis, creates rich descriptive pictures.	Tendency for bias, 'telling you what you want to hear'.
Focus Group Discussions	Useful for collecting qualitative data from larger samples.	Influenced by power dynamics.
Personal Observations	First-hand assessment, photo evidence can be convincing.	Can be influenced by interpretation, not getting the full story.
Collection of Stories (MSC)	Rich source of qualitative data, captures subjective experience of the beneficiary.	Need to collect a range of stories to draw conclusions, choosing the best stories is problematic.

Figure 22: Data-collection methodologies.

The choice of data collection tools and the form of data analysis depends on the information that must be collected for monitoring, based on decisions made by project management in reference to the project work plan. There are many different types of monitoring and data collection tools available, suitable for different types and levels and indicators. Annex 5 of this Manual includes more information on data-collection methodologies.

6.6.4. Putting It Together (Step 4)

The monitoring framework must collect in one place all the information needed for managers to review project monitoring. The information below is generally provided

in a monitoring framework.

- The intervention (results) logic.
- Indicators for each result listed in the intervention logic.
- Baseline: Value of each indicator at project start.
- Target: Expected value of each indicator at project end.
- Data source: Where can data be found?
- Data collection methodology: How will data be collected?
- Frequency: How often or frequently will data be collected?
- Responsibility: Who is assigned to collect data?
- Reporting: Where and how will it be reported?

A sample monitoring framework is offered in Figure 23 and elaborated in the Toolbox (Annex 5, Tool 7).

Results Logic	Indicator	Baseline	Target	Data Source	Methodology	Frequency	Responsible	Reporting
Overall Objective (Impact)								
...								
Project Objective (Outcome)								
...								
Immediate Outcome 1	Combining quantitative, qualitative, indirect/proxy.		Can be split into timeline for longer projects.			How often and with what frequency will data be collected?		Where and how will data be reported?
...								
Output 1.1								
...								
Output 1.2								
...								
Immediate Outcome 2	List all results in this column.	Measured before or at start of the project.	In case of secondary data.	Methodology to be used for data collection.		Who is responsible to collect data?		
...								
Output 2.1								
...								
Output 2.2								
...								

Figure 23: Sample monitoring framework.

The monitoring framework can be seen as an extension of the logframe (or results logic). The same information is used and made operational by adding more detailed information regarding timelines, frequency, reporting responsibility, and who will use the data collected.

Establishing a monitoring framework is not a one-time endeavour. It requires repeated development, work, validation, and revision. It is a continuous approach that develops together with ASEAN, the ASEAN Secretariat, and their goals and strategies.

6.6.5. Results-Based Project Reporting Mechanism (Step 5)

After receiving input from the monitoring framework, all the key elements for reporting are present. What remains is to compile reports for the ASEAN Secretariat according to the templates in Chapter 7 and Annex 2. However, there are also several other people who might ask a project management team to compile reports, such as:

- Donors who require reports, often using their own templates, for accountability and decision making.
- Project managers who require reports for operational decision making and to see if activities need to be adapted to achieve planned outputs. This reporting draws primarily on data collection from output indicators and project activity logs, e.g., training schedules or participant lists, among other things.
- Programme managers who require reports for strategic decision making, to determine if a change in product design is required to achieve higher-level results. This reporting draws on data collection of outcome-level indicators, as well as the observations of the project team on the use of outputs by target groups.
- Members of the project team, when holding review meetings, who may reflect on the efficiencies and problems of implementing a project. Such meetings might result in written reports that can also support, directly or indirectly, a project's reporting mechanism.

Under results-based management, it is important that reports shift focus from activities to outputs and outcomes. Activities are not interesting if their outputs and outcomes, as envisioned by the logical framework, have not been achieved.

6.7. Modifying Project Implementation

Proponents and IAs often have questions regarding the extent of permissible changes to an approved work plan. Keep these principles in mind:

- In results-based project management, the focus is on results, not activities. If activities have been implemented and outputs and outcomes have not achieved, a Proponent or IA likely needs to make changes to the work plan.
- The Proponent or IA has entered into a formal agreement with the Fund provider. Key changes in budgets and timelines must go through the proper

governance mechanism and approval process.

Discussions of changes to the project plan should begin with a review of results framework, e.g., the document that specifies what the project aims to achieve and the basis for monitoring. A review will make clear the results that have not been achieved at various levels.

The following changes require re-approval by the ASEAN Sectoral Body or ASEAN Body, subject to consultation with the relevant Project Management Team or Dialogue Partner Mission:

- Changes that have implications for the original approved budget (e.g. budget re-appropriation, changes in budget line items without a budget increase). The re-approval is mandatory for funds that have requirements dictated by an existing guideline or manual.
- Changes in timeframe up to a maximum of 6 months from the original completion date. If the proposed change is beyond 6 months, it would constitute a no-cost extension.
- Changes in management and implementation arrangements (e.g., changes to the Proponent or Implementing Agency, change in the ASEAN Sponsoring Body or Working Group, or a revision to the scope and intended beneficiaries of the project).
- Changes in expected key output or outcome level results that do not have budget implications supported by proper justification.

The following changes require re-approval of the CPR and the relevant External Partner:

- Project changes that exceed the original approved budget.

TheThe process for seeking approval of changes above, please consult or seek guidance from the ASEAN Secretariat.

6.7.1. Sample Change of Project

The following example in Figure 24 is provided for illustration. The sample project aimed to increase knowledge of and raise awareness about the green economy for students, in order to increase the region's attractiveness as an eco-tourism tourism. The project failed to achieve its outcome after a school did not implement a new curriculum developed to promote eco-tourism.

Results Logic	Types of Change	Results Logic Example	What Has Been Monitored?
Impact (Overall Objective)	Other intended high-level development results (Blueprint level) to which a	Increased attractiveness of region for eco-	Cannot be monitored during project implementation.

	project is expected to contribute.	tourism.	
Project Outcome or Objective	Project's final deliverables or the changes a project intends to generate, e.g., in terms of economics, health, education, practices, and policies.	Decreased level of waste in target communities.	Short-term projects are monitored toward the end of implementation. In multi-year projects, monitoring can start after 1 or 2 years.
Immediate Outcome	Changes expected in actions and behaviours of target group, based on outputs.	Increased environmental awareness and youth engagement.	Pilot school cancelled planned implementation of new curriculum in Year 1. No change in youth awareness.
Output	What results will the project deliver directly; for example, any products, services, or improvements of knowledge, skills or attitudes of the target group.	Schools have a curriculum on green economy. Teachers have capacity to teach new curriculum.	Schools have new curriculum, but trained teachers do not feel confident to teach it.
Activities	All actions or activities that the project will carry out to achieve the above results or outputs.	Development of curriculum on green economy. Teachers are trained in new curriculum.	Activities have been implemented as planned; however, due to improper selection, the teacher training did not reach the right teachers.

Figure 24: Sample changes to a project work plan.

Although all activities were accomplished under the work plan, outputs were only partially achieved. Therefore, the immediate outcome for Year 1 was not achieved. If the team continues with its existing work plan for Year 2, the project's outcomes or objectives might not be achieved and no contribution to the overall ASEAN Blueprint objectives would be made.

While a project can only fully control results up to the output level (see Chapter 3.4), the example shows that a Proponent or IA that is cognizant of results-based management can wield substantial influence on a project at the outcome level. This influence can only be asserted if appropriate changes are made based on monitoring.

In the example above, the project team driving the eco-tourism program reviewed its monitoring findings and learned that the pilot school cancelled implementation of the new curriculum. Cognizant of RBM, the team discussed including additional activities to the project plan, such as a consultation with the school management regarding selection criteria and a more thorough teacher selection process.

Adding activities might affect the work plan. Perhaps improved teacher selection can be done without extra funds, by delegating the task to schools, and only the timeline needs to be adjusted. This would require re-approval of the Sectoral Body, subject to

consultation with the relevant PMT or Dialogue Partner Mission.

Chapter 7: Project Completion and Reporting

7.1. Introduction

When completing results-based projects, it is important to ensure that activities are not simply completed for the sake of completion. Progress must be reviewed and assessed in terms of results, i.e., achieving lasting improvements and changes in the situation of the target groups.

As much as possible, a project must collect and review evidence that such changes have happened. Such evidence will come, to a certain extent, from monitoring during project implementation. This will mainly provide information on activities that have been conducted and on the direct results of those activities (outputs), as well as how project target groups have started to use the outputs (outcomes).

For example, a given project's monitoring data might indicate how many trainings have been conducted, how many people participated, how they appreciated the training, and their plans to implement what they learned. These are results on *output* level. However, monitoring data must also include information on the *outcome* level: how have the participants been able to use what they learned? Has training resulted in an increase in the numbers or quality of outcomes?

A monitoring plan should also include indicators at the outcome level, to ensure that this type of information is collected, e.g., through surveys, interviews, focus group discussions, Most-Significant-Change stories, or any form of systematic observation. (See Annex 5, Tools 8 through 11).

Be alert to opportunities to stretch monitoring to cover output-level results. For example, if a project activity includes a post-training, on-the-job coaching session for participants, monitoring might be configured to include the number and quality of outputs, such as business plans, articles published, or events organised by target groups, among other things.

The key message for Proponents and IAs is to look for and consolidate monitoring information throughout a project, based on what has been achieved, not just what has been done, in terms of activities. These achievements must connect with ASEAN's Community Blueprints and with ASEAN goals in general, as previously highlighted in the project proposal. This is crucial input for the Project Completion Report.

Two additional elements are also important during the project completion phase. First, **what can we learn** from the project that might be useful for improving future projects or the next phase of the project? Second, **what has been done** to ensure that project results will be sustainable, or, in maintained after the project has come to an end? These two elements must be addressed by Project Completion Reports and will be explored in Chapters 7.2 and 7.3.

The **Project Completion Report**, which is based on approved project proposal, must follow the **ASEAN Cooperation Project Report Form**, and reflect the guidance in Section 7.4. It must cover the following points:

- Project outputs, deliverables, and other achievements, as well as a project's contributions to the ASEAN Community Blueprint, and to ASEAN goals in general.
- How the project has benefitted the people or institutions of ASEAN Member States.
- Budget expenditures, in that the project financial report, as an annex of the ASEAN Cooperation Project Report Template, must document actual expenditures against received disbursements and interest income from bank deposits, and account for any remaining balance to be returned to the ASEAN Secretariat.
- Lessons learned from project implementation, which might include good practices on proposal development, implementation, and utilisation of the project results, with a view to contributing to the more efficient design of future projects.
- How the sustainability of the project results has been ensured.

For projects with significant amounts of funding, or with a multi-year duration, it is recommended that a project-evaluation exercise be included, as detailed in Chapter 6.5.

7.2. Project Sustainability

Successful ASEAN cooperation project proposals have previously addressed how a project should work to ensure the sustainable results. Or, in other words, how project beneficiaries might benefit from or make use of project results after a project's completion. The project completion phase needs to create space to review and reflect whether this is the case. The Toolbox (Annex 5, Tool 13) offers guidance on ensuring and improving project sustainability.

Project managers should consider sustainability when answering the questions below, which are a basis for completing Section B4 of the Project Completion Report, as per Section 7.4:

- Which project components were specifically included in the project to enhance sustainability? How successful were these components?
- How likely is it that beneficiaries will continue to make use of project outputs? Which project components have helped them to do so?
- How have relevant government or private sector stakeholders been engaged in the project to increase the likelihood of sustaining the project's gains? How have they supported the project? Is their engagement or support likely to continue after the project has finished?
- On government support, did the project include components to influence policy changes aimed at supporting a conducive regulatory framework for

sustained project results?

- Have the capacities of local partner organisations and key stakeholders to continue project interventions been strengthened, such as management and institutional capacities?
- Are the technology and equipment introduced for the project suitable for the local context and financial capacities?
- Are the changes aimed at in the project suitable for the social and cultural context? Has enough been done to raise awareness and ensure ownership of the target groups and beneficiaries?

7.3. Lessons Learned

It is important to draw lessons from the project team's experience for multiple reasons:

- For individual, team and organisational learning, so that people can do a better job on the next project.
- To inform future projects that may be designed and implemented by the same organisation, or by organisations that wish to adopt the lessons learned.
- To guide the design of next-phase projects by the same organisation or partnership that have a direct link to the issue of sustainability that was described in the previous section.

Keep the following important considerations in mind when drawing lessons learned. First, blame. When discussing lessons learned, the emphasis must be on learning from challenges, bottlenecks, and mistakes. Placing blame is not productive and must be avoided. Everyone involved should be vigilant about not blaming others.

Second, there is a tendency to attribute challenges or less-than-optimal results to external factors or stakeholders. This is tempting, and, of course, factors beyond our control influence even the most brilliant project. However, it is more productive to reflect on what a project team might have done differently to solve problems that arose during implementation. When leading or facilitating a lessons-learned session, the emphasis should be on using mistakes as learning opportunities, and not a chance to assign blame.

The Toolbox (Annex 5, Tool 14) offers guidance on facilitating lessons-learned sessions. It may be helpful to invite key project partners and stakeholders to such sessions, although this may reduce the openness of the project team when discussing the challenges or problems that occurred. Inviting external parties requires a high level of openness and a positive learning attitude on behalf of everyone involved. It may be advisable for inexperienced teams to not organise their own sessions with external parties and instead plan for, budget, and hire an external facilitator to structure the meeting, create a 'safe space' and ensure that everyone has the opportunity to speak.

Also, refer to the Toolbox (Annex 5, Tool 11) for a discussion of how defining the Most

Significant Change can be used to drawing lessons for the project team. Specifically, refer to Steps 4 and 5 of Tool 11:

- sharing stories of significant change within the project team and key stakeholders, and
- selecting the most significant story with emphasis on which story generated the most significant learning for the team and why.

Conclusions from a lessons-learned session feed into Section B5 of the Project Completion Report.

Lessons Learned and Knowledge Management

The objective of collecting lessons learned is to ensure that mistakes are not repeated. In reality, the same lessons learned are often recorded from project to project. If this happens, it is a failure in knowledge transfer and management. It is likely that people involved have not automatically internalised knowledge from lessons learned for future projects, nor did they transfer knowledge to others in a systematic manner. What is needed is, first of all, a process to convert the lessons recorded by a project team into explicit knowledge, available for all to use. This is part of knowledge management, and requires the following steps:

- Lessons are to be recorded. Ideally this needs to happen simultaneously or shortly after a lesson opportunity is defined by the team.
- Data from lessons are to be validated by subject matter experts to ensure they are viable and accurate, to create useable information.
- Information then has to be stored in a database with appropriate coding and indexing so that data can be easily retrieved and used.

Knowledge Management is a time consuming and difficult process. Having a system in place to capture knowledge does not guarantee that people will know where to find information, or even realise that information exists.

After putting in place a system for recording, codifying, and storing information from lessons learned, there needs to be a process where relevant people learn how to use the system, so they are willing and able to use the process. Ideally, organisations need to have a strategy for introducing and using knowledge management.

Knowledge Management has become a discipline in its own right. For this Manual, it sufficient to know the relationship between project learning and knowledge management.

7.4. Progress Reporting Mechanisms at ASEAN

The ASEAN Secretariat sets out the following progress-reporting scheme:

- For multi-year projects, the IA should submit a progress report (including a financial report) every calendar year. Progress reports must furnish the ASEAN Secretariat and the ASEAN Sponsoring Body with information on the progress of project implementation. The report should address the problems or challenges encountered during project implementation, as well as any changes or adjustments made to planned activities and results. The report should discuss the budget implications of any changes or adjustments.
- A progress report, including an interim financial report, is required by the ASEAN Secretariat for any project spanning two calendar years. Progress reports should be submitted 30 days after the end of each calendar year.
- For project more than 1 year, if an Implementing Agency/Proponent needs more funds in addition to the first tranche fund of 70%, IA/Proponent may request for additional 20 percents, provided that the first tranche has been spent at least 75% and financial report is submitted to request for the additional tranche.

7.5. The ASEAN Cooperation Project Report Template

Proponents or IAs are required to submit project reports using the prescribed ASEAN Cooperation Project Report Template to their Desk Officer at the ASEAN Secretariat within 60 days of a project's complete implementation. As applicable, Proponents or IAs will be required to revise project narratives, financial reports and evaluation reports, based on comments, inputs, and recommendations from the ASEAN Sponsoring Body or ASEAN Secretariat.

The ASEAN Cooperation Project Report Template, available from the ASEAN website (www.asean.org/wp-content/uploads/2012/05/Completion-Report-Template.docx), sets out the minimum requirements to be met by Proponents or IAs.

The following sub-sections describe how to complete the ASEAN Cooperation Project Report Template, step by step.

7.5.1. Project Details (Part 1)

a. Project Identification Code.

Enter the identification code that has been assigned to the project.

b. Project Title.

Enter the project title, as stated in the project proposal.

c. Sponsoring ASEAN Body.

Name of the ASEAN Sectoral Committee or ASEAN Body that sponsors the project.

d. Implementing Agency's Name and Address.

Enter the name and address of the agency or entity that will implement the project,

as well as the name, phone, and fax number, and email address of the contact person who is in charge of the project.

e. Funding Source.

Enter the project's source of funding.

f. Approval Date.

Enter the date when the project was approved by the final approving entity, i.e., the date the legal document FUNDING LETTER was issued (DD/MM/YY).

g. Approved Project Budget.

Enter the total approved budget (in US dollars).

h. Commencement Date.

Enter the date of the project's commencement and explain if this date was different from the planned date, as stated in the project proposal (DD/MM/YY).

i. Date of Disbursement.

Enter the date that the ASEAN Secretariat disbursed the project funds (DD/MM/YY). If applicable, give reasons if the disbursement date differed from the planned commencement date.

j. Planned Completion Date.

Enter the planned date of project's completion, as stated in the project proposal (DD/MM/YY).

k. Completion Date.

Enter the date of the project's completion (DD/MM/YY).

l. Report Prepared by.

Enter the names of the persons who prepared the report.

m. Date of Report Preparation.

Enter the date of report's preparation (DD/MM/YY).

7.5.2. Project Progress (Step 2)

Annual Interim Report (Section A).

Budget Spent. Enter the total amount of budget expenditures during the reporting period (in US dollars), either during the course of the last six months (for interim reports) or during the course of the last financial year (for annual interim reports).

a. Implementation Progress.

Briefly outline progress that has been made on implementation of project activities during the course of the reporting period, referring to the work plan and monitoring findings. Highlight any problems or challenges that have jeopardised the timely and successful completion of the project and discuss possible solutions. These problems or challenges may relate to risks that were foreseen during project design, along with mitigation strategies (as stated in the project proposal), as well as unforeseen obstacles and developments that will require corrective action.

b. Progress toward the Achievement of Objectives.

A brief assessment of the likelihood that the project's objectives (as stated in the project proposal) will be achieved and achieved within the assigned timeframe. Where relevant, refer to monitoring findings to support the assessment.

Mention any difficulties experienced involving the participation of the project's intended beneficiaries and of ASEAN Member States, and any implications that such difficulties may have on achieving the project's objectives. Also state whether or not any projected risks, as stated in the project proposal, will hinder achievement of project objectives and what mitigation measures have been taken, as needed.

c. Plan Adjustments.

If applicable, briefly describe and give reasons for changes or adjustments that were made to a project's objectives, indicators, or activities during implementation, any changes approved by the governing mechanism of the project, any changes to funding requirements, and any changes to the planned completion date of the project, if applicable. Attach a revised work plan, if applicable.

d. Budget Implications.

If applicable, describe the implications of any adjustments that were made to a project's planned budget and attach a revised budgetary breakdown.

e. Annex A.1 – Annual Financial Report.

Using the reporting format provided by the ASEAN Secretariat, give a detailed

breakdown of the project's budget including planned expenditures, actual expenditures, and variances.

f. Annex A.2 – Output Documents.

Attach documents only to the extent that they are necessary and helpful in understanding the report's contents, e.g., participant lists, descriptions of workshop proceedings, surveys or evaluation reports.

7.5.3. Project Results (Step 3)

Section B: Completion Report

Actual Completion Date. Enter the date that implementation of the most recent project activity was completed (DD/MM/YY). If applicable, give reasons if there were any deviations between the actual completion date and the planned completion date.

a. Direct Beneficiaries.

Briefly describe the beneficiaries who directly participated in the project. Provide details on the numbers involved (planned/reached), as well as on the types (planned/reached) of any participants, and explain reasons for any deviations.

b. Achievements.

Using the table provided in the template, state the overall objective of the project, the project outcome (including intermediary outcomes, if relevant), the outputs that need to be produced in order to achieve this objective, and the indicators, as stated in the project proposal. Assess the project's actual achievements against those which were planned, and explain the reasons for any deviations.

c. Plan Adjustments.

If applicable, briefly describe and give reasons for changes or adjustments that were made to the project's objective, outputs, and activities during implementation. Wherever possible justify the changes with support from the project monitoring findings that have been used to take decisions for the changes and adjustments.

d. Project Outcome.

Briefly state how the project contributed to ASEAN Community Blueprints, what difference it has made so far, and how it benefited people or institutions

in ASEAN Member States.

Report on any additional effects or unexpected benefits that the project has generated, in addition to the expected outcomes. What additional effects did the project end up generating? What unintended, unfavourable project side effects were observed?

7.5.4. Project Sustainability (Step 4)

A development project is sustainable when it can deliver an appropriate level of benefits for an extended period of time after major financial, managerial, and technical assistance from an external donor is terminated.

In the project completion report, state how the sustainability of the project's results has been ensured (e.g., by agreements on follow-up activities). Briefly assess the potential and risks involved in attempting to sustain the project's results (e.g., through sustained support from ASEAN Member States).

The Toolbox (Annex 5, tool 13) provides information on strengthening sustainability.

7.5.5. Gender and Cross-Cutting Issues (Step 5)

Outline how gender or other cross-cutting issues have been addressed by project implementation.

7.5.6. Overall Project Assessment (Step 6)

Outline two or three key findings or lessons that were learned during the implementation of the project and offer some guidelines regarding the design and implementation of future or related projects. The Toolbox (Annex 5, Tool 14) provides some tools how projects can draw lessons from their experiences.

For ASEAN cooperation projects it is required to conduct or commission an evaluation if the project has a duration of more than one year and a budget exceeding USD 1 million. If an evaluation has been conducted, key findings should be included in this section of the project completion report, and a copy of the evaluation report should be attached as an annex.

7.5.7. Financial Analysis (Step 7)

Using the templates, provide an overview of planned and actual project revenues (and other contributions), expenditures (eligible costs), and variances. The following annexes must also be included.

- *Annex B.1 – Project Financial Report*

Using the report format provided, give a detailed breakdown of the project's budget including planned expenditures, actual expenditures, and variances.

- *Annex B.2 – Output Documents*

Attach documents only to the extent that they are necessary for understanding the report's contents (e.g., lists of participants, descriptions of workshop proceedings or surveys, studies, and evaluation reports).

ANNEX 1: List of ASEAN Sponsoring Bodies

(as of September 2020)

A. ASEAN Political-Security Community

1. ASEAN Senior Officials Meeting (SOM)
2. ASEAN Defence Senior Officials Meeting (ADSOM)
 - 2.1. ASEAN Defence Senior Officials Meeting Working Group (ADSOM WG)
3. Senior Officials Meeting on Transnational Crime (SOMTC)
 - 3.1. SOMTC Plus Australia (SOMTC+Australia) Consultation
 - 3.2. SOMTC Plus Canada (SOMTC+Canada) Consultation
 - 3.3. SOMTC Plus China (SOMTC+China) Consultation
 - 3.4. SOMTC Plus the European Union (SOMTC+EU) Consultation
 - 3.5. SOMTC Plus India (SOMTC+India) Consultation
 - 3.6. SOMTC Plus Japan (SOMTC+Japan) Consultation
 - 3.7. SOMTC Plus the Republic of Korea (SOMTC+ROK) Consultation
 - 3.8. SOMTC Plus China, Japan, ROK (SOMTC+3) Consultation
 - 3.9. SOMTC Plus New Zealand (SOMTC+NZ) Consultation
 - 3.10. SOMTC Plus Russia (SOMTC+Russia) Consultation
 - 3.11. SOMTC Plus the United States (SOMTC+US) Consultation
 - 3.12. SOMTC Working Group on Counter-Terrorism (WG on CT)
 - 3.13. ASEAN-Russia Joint Working Group on Counter-Terrorism and Transnational Crime (ARJWG onCTTC)
 - 3.14. ASEAN-Japan Counter-Terrorism (AJCT) Dialogue
 - 3.15. SOMTC Working Group on Trafficking in Persons (WG on TIP)
 - 3.16. Heads of Anti-Specialist Units (HSU)

4. ASEAN Senior Officials on Drugs Matters (ASOD)
 - 4.1. ASOD+Japan Consultation
 - 4.2. ASOD+China Consultation
 - 4.3. ASOD+ROK Consultation
 - 4.4. ASOD+3 Consultation
5. Directors-General of Immigration Departments and Heads of Consular Affairs Divisions of Ministries of Foreign Affairs Meeting (DGICM)
 - 5.1. ASEAN Immigration Intelligence Forum
6. ASEAN ARF Senior Officials Meeting (ASEAN ARFSOM)
7. Executive Committee of the SEANWFZ Commission
8. ASEAN Intergovernmental Commission on Human Rights (AICHR)

B. ASEAN Economic Community

1. ASEAN Senior Economic Officials Meeting (SEOM)
2. Economic Cooperation (Under SEOM)
 - 2.1. ASEAN-Australia New Zealand FTA Joint Committee
 - 2.2. ASEAN-China FTA Joint Committee
 - 2.3. ASEAN-Japan CEP Joint Committee
 - 2.4. ASEAN-Korea FTA Implementing Committee
3. Under Competition, Customer Protection, and IPR Division (Under SEOM)
 - 1.1. ASEAN Small Medium Enterprise Working Group (SMEWG)
 - 1.2. ASEAN Expert Group on Competition (AEGC)
 - 1.3. ASEAN Committee on Consumer Protection (ACCP)
 - 1.4. ASEAN Working Group on Intellectual Property Rights Cooperation (AWGIPC)
 - 1.5. ASEAN Patent Search and Examination Cooperation (ASPEC) Task Force
4. Under Enterprise and Stakeholder Engagement Division (Under SEOM)
 - 1.1. ASEAN Coordinating Committee on Micro, Small, and Medium Enterprises (ACCMSME)
5. ASEAN Finance and Central Bank Deputies Meeting (AFDM)
 - 5.1. ASEAN Finance and Central Bank Deputies Meeting Working Group (AFDM WG)
6. Under ASEAN Cooperation on Taxation
 - 6.1. ASEAN Finance Deputies Meeting (AFDM)
 - 6.2. Working Group on ASEAN Forum on Taxation (WG-AFT)
7. ASEAN Insurance Regulators Meeting (AIRM)
8. ASEAN Capital Markets Forum (ACMF)
9. Senior Officials Meeting of the ASEAN Ministers on Agriculture and Forestry (SOM-AMAF)
 - 9.1. ASEAN Food Security Reserve Board (AFSRB)
 - 9.2. ASEAN Working Group (AWG) on Halal Food
 - 9.3. ATF on Genetically Modified Food Testing Network
 - 9.4. ASEAN Task Force (ATF) on Codex
 - 9.5. ASEAN Sectoral Working Group on Crops (ASWGC)
 - 9.6. ASEAN Sectoral Working Group on Livestock (ASWGL)
 - 9.7. ASEAN Sectoral Working Group on Fisheries (ASWGF)
 - 9.8. ASEAN Sectoral Working Group on

- Agriculture Cooperatives (ASWGAC)
- 9.9. ASEAN Sectoral Working Group on Agriculture Training and Extension (AWGATE)
- 9.10. ASEAN Technical Working Group on Agriculture Research and Development (ATWGARD)
- 9.11. ASEAN Senior Officials on Forestry (ASOF)
- 9.12. Joint Committee on ASEAN Cooperation and Joint Approaches in Agriculture and Forestry Products Promotion Scheme
- 9.13. ASEAN Ministers on Agriculture and Forestry Plus Three (AMAF Plus 3)
- 9.14. Senior Officials Meeting for AMAF Plus 3 (SOM AMAF Plus 3)
- 9.15. ASEAN-India Ministerial Meeting on Agriculture and Forestry (AIMMAF)
- 9.16. ASEAN India Working Group on Agriculture and Forestry (AIWGAF)
- 9.17. ASEAN-China Ministerial Meeting on Quality Supervision, Inspection and Quarantine (SPS Cooperation)
- 9.18. ASEAN-China SPS Cooperation Contact Points' Meeting
- 10. Gulf Cooperation Council (GCC)
 - 10.1. ASEAN GCC Working Group on Agricultural Investment and Food Security
- 11. Committee on Science, Technology and Innovation (COSTI)
 - 11.1. Sub-Committee on Biotechnology (SCB)
 - 11.2. Sub-Committee on Food Science and Technology (SCFST)
 - 11.3. Sub-Committee on S&T Infrastructure and Resources Development (SCIRD)
 - 11.4. Sub-Committee on Meteorology and Geophysics (SCMG)
 - 11.5. Sub-Committee on Marine Science and Technology (SCMSAT)
 - 11.6. Sub-Committee on Materials Science and Technology (SCMST)
 - 11.7. Sub-Committee on Microelectronics and Information Technology (SCMIT)
 - 11.8. Sub-Committee on Sustainable Energy Research (SCSER)
 - 11.9. Sub-Committee on Space Technology and Applications (SCOSA)
- 12. ASEAN Digital Senior Officials Meeting (ADGSOM)
- 13. Coordinating Committee on Services
 - 13.1. Business Services Sectoral Working Group (BS-SWG)
 - 13.2. ASEAN Chartered Professional Engineers Coordinating Committee

- (ACPECC)
- 13.3. ASEAN Architects Council (AAC)
- 13.4. Healthcare Services Sectoral Working Group (HS-SWG)
- 13.5. Logistics and Transport Sectoral Working Group (LTS- SWG)
- 14. Coordinating Committee on Customs (CCC)
 - 14.1. Customs Procedures and Trade Facilitation Working Group (CPTFWG)
 - 14.2. Customs Capacity Building Working Group (CCBWG)
- 15. AIA Council-ASEAN Investment Area Council
- 16. Coordinating Committee on Investment (CCI)
- 17. IAI Task Force
- 18. CLMV Senior Economic Officials Meeting
- 19. ASEAN National Tourism Organisations
 - 19.1. ASEAN Tourism Resourcing, Monitoring, and Evaluation Committee (ATRMEC)
- 20. Senior Transport Officials Meeting (STOM)
 - 20.1. ASEAN Transit Transport Coordinating Board
 - 20.2. ASEAN Land Transport Working Group
 - 20.3. ASEAN Transport Facilitation Working Group
 - 20.4. ASEAN Air Transport Working Group
 - 20.5. ASEAN Maritime Transport Working Group
 - 20.6. ASEAN Highways Sub-Working Group (AHSWG)
- 21. ACCSQ-ASEAN Consultative Committee on Standards and Quality
 - 21.1. ASEAN Cosmetics Committee (ACC)
 - 21.2. Automotive Products Working Group (APWG)
 - 21.3. Joint Sectoral Committee on Electrical and Electronic Equipment (JSCEEE)
 - 21.4. Medical Device Products Working Group (MDPWG)
 - 21.5. Prepared Foodstuff Products Working Group (PPFWG)
 - 21.6. Pharmaceutical Products Working Group (PPWG)
 - 21.7. Rubber-based Products Working Group (RBPWG)
 - 21.8. Traditional Medicine and Health Supplement Products Working Group (TMHSPWG)
 - 21.9. WG1-Standards and MRAs
 - 21.10. WG2-Accreditation and Conformity Assessment
 - 21.11. WG3-Legal Metrology


22. CCA - Coordinating Committee on the Implementation of the ATIGA
 - 22.1. Sub-Committee on ATIGA Rules of Origin (SCAROO)
 - 22.2. Meeting of Legal Experts (MLE)
 - 22.3. ASEAN Committee on Sanitary and Phytosanitary Measures (AC-SPS)
23. Senior Officials Meeting on Energy (SOME)
 - 23.1. ASEAN Centre for Energy (ACE) Governing Council
 - 23.2. Regional Energy Policy and Planning Sub-Sector Network
 - 23.3. Energy Efficiency and Conservation Sub-Sector Network
 - 23.4. Renewable Energy Sub-Sector Network
 - 23.5. Nuclear Energy Cooperation Sub-Sector Network
 - 23.6. Heads of ASEAN Power Utilities/Authorities (HAPUA)
 - 23.7. ASEAN Council on Oil and Petroleum (ASCOPE)
24. ASEAN Senior Officials Meeting on Minerals (ASOMM)
 - 24.1. Working Group on Capacity Building on Minerals
 - 24.2. Working Group on Trade and Investment in Minerals
 - 24.3. Working Group on Sustainable Mineral Development
 - 24.4. Working Group on Mineral Information and Database
25. ASEAN Community Statistical System (ACSS) Committee
26. ASEAN Qualifications Reference Framework (AQRf) Committee

C. ASEAN Socio-Cultural Community

1. Senior Officials Committee for ASCC (SOCA)
2. ASEAN Senior Officials on the Environment (ASOEN)
 - 2.1. ASEAN Working Group on Environmental Education (AWGEE)
 - 2.2. ASEAN Working Group on Environmentally Sustainable Cities (AWGESC)
 - 2.3. ASEAN Working Group on Coastal and Marine Environment (AWGCME)
 - 2.4. ASEAN Working Group on Nature Conservation and Biodiversity (AWGNCB)
 - 2.5. ASEAN Working Group on Water Resources Management (AWGWRM)
 - 2.6. ASEAN Working Group on Climate Change (AWGCC)
 - 2.7. ASEAN Working Group on Chemicals and Waste (AWGCW)
3. Conference of the Parties to the ASEAN Agreement on Transboundary Haze Pollution (COP)
 - 3.1. Committee (COM) under the COP to the ASEAN Agreement on Transboundary Haze Pollution
 - 3.2. Technical Working Group (Southern Region)
 - 3.3. Technical Working Group (Mekong Sub-Region)
 - 3.4. ASEAN Task Force on Peatlands (ATFP)
4. Senior Officials Meeting on Health Development (SOMHD)
 - 4.1. Health Cluster 1: Promoting Health Lifestyle
 - 4.2. Health Cluster 2: Responding to All Hazards and Emerging Threats
 - 4.3. Health Cluster 3: Strengthening Health System and Access to Care
 - 4.4. Health Cluster 4: Ensuring Food Safety
5. Senior Officials Meeting on Youth (SOMY)
6. ASEAN University Network (AUN)
 - 6.1. AUN-Board of Trustees (AUN-BOT) Meeting
7. ASEAN Senior Officials Meeting Responsible for Culture and Arts (SOMCA)
8. ASEAN Senior Officials Meeting Responsible for Information (SOMRI)
 - 8.1. SOMRI Working Group on ASEAN Digital Broadcasting (SOMRI WG-ADB)
 - 8.2. SOMRI Working Group on Information, Media, and Training (SOMRI WG-IMT)
 - 8.3. SOMRI Working Group on Content and Production (SOMRI WG-CP)

9. ASEAN Committee for Culture and Information (ASEAN-COCI)
 - 9.1. ASEAN Sub-Committee on Culture
 - 9.2. ASEAN Sub-Committee on Information
10. ASEAN Senior Officials Meeting on Education (SOM-ED)
11. ASEAN Senior Officials Meeting on Social Welfare and Development (SOMSWD)
12. ASEAN Senior Officials Meeting on Rural Development and Poverty Eradication (SOMRDPE)
13. ASEAN Committee on Women (ACW)
14. ASEAN Commission on the Promotion and Protection of the Rights of Women and Children (ACWC)
15. ASEAN Conference on Civil Service Matters (ACCSM)
16. ASEAN Senior Labour Officials Meeting (SLOM)
 - 16.1. Senior Labour Officials Meeting Working Group on Progressive Labour Practices to Enhance the Competitiveness of ASEAN (SLOM-WG)
 - 16.2. The ASEAN Occupational Safety and Health Network (ASEAN-OSHNET)
 - 16.3. The ASEAN Committee on the Implementation of the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers (ACMW)
17. ASEAN Committee on Disaster Management (ACDM)
 - 17.1. ACDM Task Force for the Establishment of AHA Centre
 - 17.2. AHA Centre Governing Board
 - 17.3. ACDM Working Group on Risk Assessment, Early Warning and Monitoring (RAEWM)
 - 17.4. ACDM Working Group on Preparedness and Response (P&R)
 - 17.5. ACDM Working Group on Prevention and Mitigation (P&M)
 - 17.6. AHA Centre ICT Review Meeting
 - 17.7. Training Management Working Group Meeting (TMWGM)
 - 17.8. Conference of the Parties (COP) to AADMER
 - 17.9. ACDM Working Group on Knowledge and Innovation Management (KIM)
18. ASEAN Senior Officials Meeting on Sports (SOMS)
- D. **Others**
 1. ASEAN Connectivity Coordinating Committee (ACCC)

ANNEX 2A – Sample Project Proposal

	ASEAN Cooperation Project Proposal
1. PROJECT DETAILS	
Proposal Identification Code (to be provided by the ASEAN Secretariat):	
Project Title: ASEAN Youth Travel Journalism Training	
Brief Project Description – 300 words max:	
<p>The ASEAN region is one of the fastest growing regional destinations in the world. The region's natural beauty and diverse cultures are regarded to be the primary factors that continue to draw tourists to ASEAN countries. Consequently, tourism has been one of ASEAN's key growth areas and has proven resilient, in spite of various global economic challenges. Unfortunately, this growth in tourism is not being followed by steps which are intended to nurture this growing interest in Southeast Asian destinations. One issue that needs to be addressed is a lack of comprehensive and updated information for tourists regarding the region's many travel destinations, especially tourists who are travelling independently. Tourism is highly dependent on media coverage, because the vast majority of travel decisions are made by people who have never seen the destinations in question first hand. Travel blogs can be utilised as a kind of online travel diary for travellers all across the world and are easily accessible by international tourists. Furthermore, travel blogs are often considered to be more reliable sources of updated information for tourists as regards popular tourist destinations. Increasing the number of reliable and well-updated travel blogs then should be able to make a beneficial contribution to tourism across the Southeast Asian region. A lack of updated information has been hindering the promotion of Southeast Asian destinations to date however and is thus continuing to slow the growth of regional tourism.</p>	
<p>This project will address the aforementioned issue through the promotion of travel journalism among young people, especially through the medium of travel blogging. The project is aiming to educate 50 travel bloggers drawn from ASEAN Member States in the art of article writing, photography, blog management and marketing. By carefully selecting the project participants, we are aiming to ensure that only those who actually run active travel blogs will have the opportunity to further develop their capacities to manage their blogs as a reliable resource for tourists, be they tourists from the ASEAN region or from elsewhere in the world. Finally, the project will also set up a network of young ASEAN travel bloggers. The project's participants will be the first members of this network and will seek to sustain the results of the training sessions through their activities.</p>	

Recurring Project: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, Previous Project Identification Code:	
Project Classification: ASEAN Socio-Cultural Community Blueprint Scope: Single Sector <input checked="" type="checkbox"/> Cross-Sector Pillar: (Main) <input type="checkbox"/> Blueprint: E.1. Towards an Open and Adaptive ASEAN Connectivity <input type="checkbox"/> IAI <input type="checkbox"/> E.2. Towards a Creative, Innovative and Responsive ASEAN Linkage: Strategy: Key Action(s): E3. Engender a Culture of Entrepreneurship in ASEAN (Main) Characteristic: Action Line(s): Action(s):	
Information below to be completed by the ASEAN Secretariat Nature of Cooperation: Confidence Building Harmonisation Special Assistance <input type="checkbox"/> Joint Effort <input type="checkbox"/> Regional Integration/Expansion <input checked="" type="checkbox"/> Type of Intervention: Policy Initiative <input type="checkbox"/> Establishment of Institutional Mechanisms Human Capacity Building <input checked="" type="checkbox"/>	
Project Duration: < 6 months <input checked="" type="checkbox"/> 6-12 months <input type="checkbox"/> > 12 months <input type="checkbox"/> Proposed Commencement Date: Proposed Completion Date: March 6, 2017 March 10, 2017 <input type="checkbox"/> <input type="checkbox"/>	
Participating ASEAN Member States: All <input checked="" type="checkbox"/> If not all (or not all in the same way), specify and give reasons:	
Sponsoring ASEAN Body ASEAN Senior Official Meeting on Tourism Sectoral Committee/Main Body: Meeting Number/Date: Working Group/Sub-Committee: Meeting Number/Date:	
Proponent's Name and Address: <i>(As proposed by Proponent)</i> Implementing Agency's Name and Address (if different from above): <i>(As proposed by Proponent)</i>	
Date of Proposal Submission: 31 October 2016	
Proposed Funding Source(s): ASEAN Cultural Exchange Fund	
Proposed Project Budget (total in USD): USD 128,672.5	

<p><i>Information below to be completed by the PCMPD</i></p> <p>Recommendation from the ASEAN Secretariat</p> <p>Meeting No./Date : <input type="checkbox"/> <input type="checkbox"/></p> <p style="text-align: center;">Action : Endorsed Not Endorsed</p>
<p>Approval of the Committee of Permanent Representatives to ASEAN (CPR)</p> <p>Meeting No./Date : <input type="checkbox"/> <input type="checkbox"/></p> <p style="text-align: center;">Action : Endorsed Not Endorsed</p>
<p>2. PROJECT JUSTIFICATION, REGIONALITY AND BENEFICIARIES –</p> <p>600 words max</p> <p>(a) Current Problem</p> <p>Tourism has been one of the key growth Sectors across the ASEAN region and has proven resilient amid various global economic challenges. The huge variety of tourist attractions located across the region drew 105 million tourists to the ASEAN region in 2015, an increase of 24% when compared to the 81 million tourists who visited the region in 2011. Data from the Pacific Asia Travel Association (PATA) shows that during the first few months of 2012, ASEAN was the fastest growing destination region in the world, followed by South Asia. According to the World Travel and Tourism Council, tourism made a significant and direct contribution to ASEAN's GDP (4.4%) and employment levels (3.2%) back in 2011. In addition, the Sector accounted for an estimated 8% of total capital investment in the region. The Sector has also seen increased interest, not only from the usual markets in Europe and the Americas, but also from Asia's economic giants and emerging markets. The region's natural splendour and diverse cultures are regarded to be the primary factors drawing tourists to the region.</p> <p>Over the course of the last year, media outlets such as travel blogs, TV travel shows and online news portals have played a pivotal role in boosting global tourism and in promoting emerging destinations. The relationship that exists between tourism and the media is both vital and complex. Tourism is highly dependent on media exposure, because the vast majority of travel decisions are made by people who have never seen the destinations concerned first-hand. One of the primary media outlets that can be utilised to boost tourism across the ASEAN region is the travel blog. Travel blogs are especially popular among young people and feature online diaries posted by global travellers which can be easily accessed by tourists all over the world. Furthermore, the travel blog is often considered to be a more reliable source of information for tourists as regards being able to find updated information which relates to popular destinations. Increasing the number of available, reliable and well-updated travel blogs should thus ultimately make a beneficial contribution to tourism across the Southeast Asian region.</p>

(b) Regionality

The primary objective of the training is to provide young people from across ASEAN Member States with the opportunity to improve their travel-blog management skills and thus to boost tourism across the region. Moreover, as most Southeast Asian countries are connected to easily accessible transportation networks, many travellers consider visiting more than one country when travelling to the region. Providing information on the various itineraries and transportation options that exist within the region through the medium of the travel blog should thus prove very useful for tourists and encourage them to visit more than one country. As such, the proposed training programme is considered relevant to all AMS and will be truly regional in nature.

(c) Project History

This is a first-time project.

(d) Beneficiaries

- i. Youth bloggers: 50 participants, five drawn from each ASEAN Member State who meet the following criteria:
 - Are between 18 and 25 years of age.
 - Have an excellent level of English.
 - Have owned and actively managed a travel blog for the past 12 months.
 - Have posted at least 20 travel journal articles from different destination in their blogs.
- ii. Government Officials: One representative from the Ministry of Tourism and one representative from the Ministry of Telecommunications and Information.
- iii. ASEAN Secretariat: Two representatives.

3. PROJECT RESULTS

Overall Objective (impact): Increased number of visitors, both from countries within the ASEAN region and from outside the ASEAN region.

Outputs	Indicators	Means of Verification	Risk/ Assumption
Project Objective (outcome): Southeast Asia region promoted and known as an integrated travel destination within and outside ASEAN region, specifically among	· The training participants actively use their blogging skills to write monthly travel blogs, aimed at reaching independent young travellers from	· Report from participants , internet traffic.	· The participants may not submit proper records or reports after the training ends.

<p>young independent travellers.</p>	<p>inside and outside ASEAN region.</p> <ul style="list-style-type: none"> Within 6 months after the training, direct target group (bloggers who have participated in the training) have published on average 2 posts on ASEAN destinations per person per month, resulting in a total of 600 blog posts with an average of 200 hits per blog, 6 months after the training. The ASEAN Travel Blogging Network generates substantial online traffic and network members provide each other active encouragement and support in article writing and the promotion of ASEAN region as a tourist destination. Immediate outcome 2 Indicator: After one year, the network has grown its membership by 50%. 	<ul style="list-style-type: none"> Online traffic of the participants' blogs Online traffic & traffic of communication exchanges between the participants after the training. 	
<p>Output 1:</p> <p>Greater awareness among the bloggers of the importance of non-conventional, promotional travel outlets for boosting tourism and improved blog</p>	<ul style="list-style-type: none"> Increased understanding among the participants regarding the importance of blogs as a promotional means of boosting tourism within the ASEAN region. 	<ul style="list-style-type: none"> Post training participant evaluation. Pre-/post training testing. Review of published articles. 	<ul style="list-style-type: none"> Using the participant criteria, a suitable number of appropriate young people may not be selected in time. The participants may have a

writing and blog management skill.	<ul style="list-style-type: none"> · Increase in knowledge and skill in blog writing and blog management. · No. and quality of articles published on the participant's blogs about Ubud. 		<p>limited capacity in English, and consequently may not fully understand the training materials and be unable to interact with facilitators during the exercises and activities.</p>
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Main Activities: <ol style="list-style-type: none"> 1. Training on article writing, photography, blog management, and marketing. 2. Day trip to Ubud followed by the writing of articles about the visit. 3. Focus Group Discussion in order to review selected articles. 4. Sharing of best practices and lessons learned in travel journalism and travel-blog management. 			
Output 2: ASEAN Travel Blogging Network is established by the youth participants.	<ul style="list-style-type: none"> • A committee for ASEAN Travel-Blogging Network has been formed. 	<ul style="list-style-type: none"> • Signatory document on the establishment of the network. 	<ul style="list-style-type: none"> • Socialisation of the plan cannot be done prior to the training due to a lack of coordination with the relevant Sectoral Bodies.
Main Activities: <ol style="list-style-type: none"> 1. Socialisation of the plan to establish the network prior to training in order to raise awareness of the importance of the network among the participants. 2. Establishment of the network during training. 			

4. PROJECT MANAGEMENT ARRANGEMENTS – 600 words max

(a) Management Arrangements

- The ASEAN Senior Official Meeting on Tourism (SOMT) will be the Sponsoring ASEAN Body for the project and will be responsible for overseeing the project's overall implementation. The SOMT will also be consulted regarding the selection of participants, including the extending of invitations to potential bloggers.
- The ASEAN Secretariat will be involved in the development of project proposals during the appraisal and approval process. The relevant Sectoral divisions, especially the ICT and the Tourism Division, will facilitate the consultation process with the SOMT and ensure that the project is aligned with SOMT priorities as well as the ASEAN Community Blueprint 2025.
- The project Proponent is responsible for ensuring the success of the project's implementation.
- The IA is responsible for the following:
 - Preparation of necessary documents, including invitations, administrative arrangements, tentative programmes and all of the activities that they entail, as well as other logistical arrangements that relate to the organisation of proposed activities;
 - Coordination with all of the relevant Sectoral bodies and stakeholders in order to identify activity participants;

- General preparations, which should be undertaken with the assistance of the ASEAN Secretariat, as well as carried out in reference to Summary Records/Minutes relating to the respective activity, so that they can be adopted by all of the participants; and
- Submission of the project's completion and financial reports to the ASEAN Secretariat within 60 days of the implementation of the project.

(b) Human-Resource Inputs

The IA will execute the project through its existing staff. It is not therefore anticipated that a project team will have to be specifically recruited. The IA will allot five existing staff members to the project, specifically: one project coordinator, three project officers and one administrative assistant.

(c) Monitoring and Evaluation Arrangements

The monitoring and evaluation of the project will be undertaken by the IA with the assistance and cooperation of the ASEAN Secretariat. The IA for the project will prepare the project's completion and financial reports, which should include a full account of any funds which were disbursed from the ASEAN Development Fund (ADF), within 60 days of the project's final activity being completed. All reports are to be submitted to the ASEAN Secretariat. Any unspent portion of the project budget must be returned within 90 days of the project's completion.

A monitoring framework will be developed during the inception phase of the project, and completed/endorsed during the inception meeting, which will be organised within two weeks of the approval of the project. The following monitoring tools will be included in the monitoring framework:

- Project participants will be evaluated through written examinations given both before and after the training in order to assess the knowledge gained from the training.
- Participants will also be asked to fill out a training evaluation form to assess their perception of the usefulness of the training and the skills learned
- The project team will follow up the participants through online surveys, focusing on the progress of the project's implementation (e.g. no. of blogs written, no. of blog hits, network activity, etc.).
- Questionnaires will be circulated to the participating countries to monitor the progress of the bloggers.

5. PROJECT SUSTAINABILITY – 300 words max

As part of efforts to ensure that the project results are sustained, the project will implement the following:

- A rigorous participant-selection process. Seeing as this project requires its participants to have established and to actively maintain travel blogs, all of the participants should be both the owners and administrators of such blogs. This will hopefully ensure that after they have participated in the training, the project's participants will immediately apply their newly acquired skills on their respective websites. The project also requires participants to have published at least 20 articles over the course of the past 12 months, so as to ensure that only those who actively maintain their websites will receive the training, as there is a higher likelihood that such participants will continue to maintain and update their websites.
- The project participants are also required to produce one article relating to their experience of the training sessions, and to then publish these on their websites. This is to ensure that any newly acquired skills will be immediately applied.
- The participants' names will be shared with the SOMT in the hope that support will continue to be extended to the participants in the future, i.e., by involving the participants in future cross-visits among AMS and by encouraging them to post their articles on the website.

6. GENDER AND OTHER CROSS-CUTTING ISSUES – 300 words max

(a) Gender

The gender balance of the project's participants will be taken into account. The aim of the project is that at least 30% of the training participants will be female. This is part of a gender mainstreaming effort. It is furthermore expected that the female bloggers will attract more female travellers.

(b) Other Cross-Cutting Issues

- The project will also incorporate some cross-cutting elements, and Information, Communication and Technology (ICT) will be included as part of the blogging activity and will require a certain amount of IT capacity. As such, the training will touch base with some practical IT skills.
- Finally, the project will seek to empower young people, who are to be the main beneficiaries of the training.

7. POTENTIAL RISKS – 300 words max

Risk / Threat	Mitigation Strategy
It has been noted that some potential risks may ultimately affect the success of this project. Specifically, due to the participant criteria, a suitable number of appropriate young people may not be selected in time.	In order to avoid this situation arising, strong support from the ASEAN National Secretariat will be required in order to socialize the training among the AMS and, where possible, to approach potential participants.
The training sessions will be conducted in English. Problems could arise if the participants only have a limited capacity in English and if they consequently cannot fully understand the training materials and are unable to interact with facilitators during the exercises and activities.	In order to mitigate this risk, the organiser will hire interpreters or local facilitators. Coordination with the relevant AMS will also be undertaken to ensure that the participants have a sufficient level of English.
The plan's socialisation cannot be conducted before the training due to a lack of coordination with the relevant Sectoral Bodies.	The organiser will conduct a kick-off meeting with all relevant stakeholders, including the relevant Sectoral Body, during the project's initial implementation to mitigate this risk.
The participants may not submit proper records/reports after the training ends.	Close coordination with the Sectoral Body's focal points in each AMS will be done to ensure the submission of after-training reports.

ANNEX 2B – Budget Proposal

Project Title : ASEAN Youth Travel - Journalism Training

Project Venue : Bali

Duration/Period: 6-10 March 2017

Budget Line	Description	Unit Cost	Quantity 1	Unit 1	Quantity 2	Unit 2	Total Cost (USD)
I. PROGRAMME/ACTIVITY COST							
A. Airfares							
A.1	Regional airfare for participants from 9 AMS (except for Indonesia)	650	70	person	1	time	45,500
A.2	Airfares for SOMT reps	650	2	person	1	time	1,300
A.3	Airfares for international-resource personnel	2,000	2	person	1	time	4,000
A.4	Airfares for ASEAN Secretariat staff, committee, local-resource personnel	400	9	person	1	time	3,600
Total Airfare Budget							54,400
B. Per-diem/Accommodation							
B.1	Accommodation and per diem for participants from 9 AMS	100	70	person	5	day	35,000
B.2	Accommodation and per diem for ASEAN Secretariat and resource personnel	100	6	room	5	day	3,000
B.3	Accommodation and per diem for SOMT	100	2	person	3	day	600
Total Per-Diem and Accommodation Budget							38,600

Budget Line	Description	Unit Cost	Quantity 1	Unit 1	Quantity 2	Unit 2	Total Cost (USD)
C. Meeting package / Workshop / Seminar							
C. 1	Meeting package	45	83	person	5	day	18,675
Total Meeting-Package/Workshop/Seminar Budget							600
D. Field Trip							
D.1	Local transportation	300	2	unit	1	time	600
Total Field-Trip Budget							600
SUB TOTAL - PROGRAMME/ACTIVITY COSTS (I)							112,275
II. OPERATIONAL COSTS							
E. Administrative							
E.1	Equipment rental/other services	2,000	1	lumpsum	1	time	2,000
E.2	Secretariat supplies	1,500	1	lumpsum	1	time	1,500
Total Administrative-Staff Budget							3,500
F. Personnel							
F.1	Documentation/note taker	200	2	person	3	day	1,200
Total Support-Staff Budget							1,200
SUB TOTAL - OPERATIONAL COSTS (II)							4,700
SUB TOTAL (I+II)							116,975
Contingency 10%							11,697.5
Total							128,672.5

ANNEX 2C – Indicative Work Plan



INDICATIVE WORK PLAN

ASEAN Youth Travel - Journalism Training, March 2017

Objective/ Output	Planned Activities	Time-frame												Budget (USD)
		Month 1				Month 2				Month 3				
		1	2	3	4	1	2	3	4	1	2	3	4	
Objective: To promote the Southeast Asian region as an integrated travel destination and to increase the number of visitors, both from countries within the ASEAN region, as well as from countries external to the ASEAN region.	1. Inception Meeting													
	2. Participant Selection													
	3. Confirmation of Resources and Personnel													
	4. Venue and Other Logistical Preparations													
	5. Consolidation of Test Results (for monitoring and evaluation purposes)													
	6. Drafting of Completion Reports													
	7. Submission of Completion Reports													

Objective/ Output	Planned Activities	Time-frame												Budget (USD)
		Month 3				Month 4				Month 5				
		1	2	3	4	1	2	3	4	1	2	3	4	
Output 1: Greater awareness of the importance of non-conventional, promotional travel outlets as regards boosting tourism.	8. Training in article writing, photography, blog management and marketing													
	9. Day trip to Ubud followed up by the writing of articles about the visit													
	10. Focus Group Discussion in order to review selected articles													
	11. Sharing of best practices and lessons learned regarding travel journalism and the management of travel blogs													
Output 2: ASEAN Travel-Blogging Network is established by the youth participants.	12. Socialisation of the plan to establish the network prior to training													
	13. Establishment of the network during training													

ANNEX 2D – Notation on Additional Supporting Documents


ASEAN Youth Travel - Journalism Training March 2017, Bali

Agenda (Tentative)

Day 1
Opening remarks
Session 1: Introduction to Training and Pre-Testing
Break
Session 2: What Makes a Travel Journalist?
Lunch
Session 3: Travel Writing, Photography, Video and Documentaries (Part 1)
Break
Session 4: Travel Writing, Photography, Video and Documentaries (Part 2)
Day 2
Session 5: Core Blogging Concepts
Break
Session 6: What Must Be Included in a Blog?
Lunch
Session 7: Content Creation, How to Leverage Content, Pre-Schedule Blog Posts
Break
Session 8: Understanding the Basics of Back-Linking
Day 3
Session 9: Search-Engine Optimisation
Break
Session 10: Blog Management
Lunch
Session 11: Brand Development, Content Marketing, and Methods of Monetisation

Break
Session 12: Social Strategy
Day 4
Excursion to Ubud
Day 5
Session 13: Clinic on Travel Writing, Preparation of Articles for Posting on Blogs and Post-Testing
Break
Session 14: Introduction to the ASEAN Youth Travel-Blogger Network
Lunch
Session 15: Establishment of the ASEAN Youth Travel-Blogger Network
Closing remarks

ANNEX 3: Sample Completion Report

		ASEAN Cooperation Project Report	
For multi-year projects:		For end of project:	
		<input type="checkbox"/>	
Annual Interim Report		Completion Report <input checked="" type="checkbox"/>	
<i>(Complete Section A)</i>		<i>(Complete Section B)</i>	
1. PROJECT DETAILS			
Project Identification Code:			
Project Title: ASEAN Youth Travel - Journalism Training			
Sponsoring ASEAN Body: ASEAN Senior Officials Meeting on Tourism (SOMT)			
Implementing Agency's Name and Address: <i>(as stated in the project proposal)</i>			
Funding Source: ASEAN Cultural Exchange Fund			
Approval Date: 10 January 2017			
Approved Project Budget: (as proposed)			
Commencement Date: 6 March 2017			
Date of Disbursement: 15 January 2017 Reasons for deviations, if applicable:			
Planned Completion Date: 10 March 2017 <i>(for Annual Interim Reports and Completion Reports)</i>			
Completion Date: 10 March 2017 <i>(for Completion Reports - provide reason(s) for any deviation)</i>			
Report Prepared By: <i>(as proposed)</i>			
Date of Report Preparation: 12 April 2017			
SECTION A: ANNUAL INTERIM REPORT			
Budget Spent:			
2. PROJECT PROGRESS			
(a) Progress in Implementation			
<i>(Describe the progress and, if applicable, highlight any problems or challenges that might potentially endanger project completion).</i>			

(b) Progress Toward the Achievement of the Objectives

(Provide a brief assessment of the likelihood in achieving project objective and, if applicable, highlight any potential difficulties).

(c) Work Plan Adjustments

(If applicable, describe the reasons for any changes which were made to project objectives or activities).

(d) Budget Implications

(If applicable, describe any budgetary implications as regards the work plan adjustments).

Annex A.1 – Annual Financial Report

(Use the financial report template set out in Annex A from the Standard Operating Procedures for Project Financial Disbursement and Reporting).

Annex A.2 – Output Documents

(Attach relevant documents, only to the extent that they are needed as regards understanding the report's contents, e.g. lists of participants or details of any workshop proceedings).

SECTION B: COMPLETION REPORT

3. PROJECT RESULTS

(a) Direct Beneficiaries

(Provide details on the numbers and types (either planned or reached) of any participants and explain the reasons behind any deviations, as needed)

(b) Achievements

Results	Indicators		Reasons for Deviations
	Planned	Achieved	
Overall Objective (impact) Increased number of visitors, both from countries within the ASEAN region and from outside the ASEAN region. Project Objective (outcome) Southeast-Asia region promoted and known as an integrated travel destination within and outside ASEAN region, specifically among young independent travellers. Intermediate outcomes: the training participants actively use their blogging skills to write	6 months after the training, direct target	Now 1 month after training, a total of 36 blogs have been	Only 1 month passed since

<p>monthly travel blogs, aimed at reaching independent young travellers from inside and outside ASEAN region.</p> <p>The ASEAN Travel Blogging Network generates substantial online traffic and network members provide each other active encouragement and support in article writing and promotion of ASEAN region as a tourist destination.</p>	<p>group has published average 2 travel blogs on ASEAN destinations person/month, resulting in a total of 600 travel blogs with average 200 hits per blog.</p> <p>After one year, the network has grown their membership with 50%.</p>	<p>published after the Ubud publications, with total of 2,880 hits. This will be further monitored in following months.</p> <p>Now 1 month after establishing the network, the committee has been formed and has had 1 online meeting. The network now has 56 members (48 from the training, 8 new members).</p>	<p>the training</p> <p>Only 1 month passed since the training.</p>
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	Results	Indicators		Reasons for Deviations
		Planned	Achieved	
	Output 1: Greater awareness of the importance of non-conventional, promotional travel outlets as regards boosting tourism.	Increased understanding by participants regarding the importance of blogs as a promotional means of boosting tourism within the ASEAN region.	Through surveys and the use of the pre-testing/post-testing method, the project found that 100% of the participants had managed to increase their capacities as regards the subject matter and had gained overall understanding of the importance of blogs as a promotional means of boosting tourism within the ASEAN region.	
		New articles published on the participant's blogs about Ubud.	At least one article about Ubud published on 48 of the participants' blogs.	Only 48 youth bloggers managed to publish an article on Ubud as of the date of this report. One (from Cambodia) had been sick while another (from Myanmar) needed more time in order to finalise the article with corresponding pictures.

	Results	Indicators		Reasons for deviations
		Planned	Achieved	
	Output 2: ASEAN Travel-Blogging Network is established by the youth participants.	A committee for the ASEAN Travel-Blogging Network has now been formed.	A committee for the ASEAN Travel-Blogging Network has been formed and is now working to establish a work plan for the coming year.	

(Using the table, assess project achievements against the planned result and explain any deviations).

(c) Plan Adjustments

(If applicable, describe reasons for any changes to objectives, outputs, and activities during implementation).

(d) Project Outcome

(Describe how the project has contributed to ASEAN Community Blueprints).

A project contributes to the ASEAN Socio-Cultural Community Blueprint 2025 by providing an enabling tool which can be used by young people so that they may become more open, adaptive, creative, innovative and entrepreneurial when promoting tourism within the ASEAN region:

E.1. Towards an Open and Adaptive ASEAN

iii. Showcase ASEAN to the outside world using various approaches e.g. ASEAN arts, film festivals and heritage programmes.

- In this project, travel blogs are being used as a means of showcasing the ASEAN region to the world. By training young people to improve their writing and photography skills, more potential tourists will be attracted to their blogs and use them as references when making travel decisions, thus enhancing the chances of ASEAN being made a travel destination.

E.2. Towards a Creative, Innovative and Responsive ASEAN

i. Enhance the competitiveness of ASEAN human resources through the promotion of life-long learning, pathways, equivalencies and skills development as well as the use of information and communication technologies across age groups.

- Through the sharing of best practices and lessons learned in travel journalism and travel-blog management, young people have not only been able to contribute to the boosting of tourism across the ASEAN region, but also to learn innovative methods of self and professional development.
- The Focus Group Discussion provided a platform through which the participants could openly and intellectually engage in fruitful discussions, as well as respond to creative ideas in a learning environment.

E3. Engender a Culture of Entrepreneurship in ASEAN

ii. Promote and nurture creative and inclusive social entrepreneurship for youths, persons with disabilities, women and vulnerable and marginalised groups.

- Training in blog management and marketing increases the opportunities available to young people to actively and flexibly participate in the global economy without any constraints relating to big capital, structures or bureaucracy. The strengthening of young people's capacities as regards entrepreneurship has created building blocks for the creation of sustainable and resilient communities across ASEAN.
- Through the establishment of an ASEAN travel-blogging network, young people are now able to take advantage of many available resources, as well as significant social and material support, and this in turn should lead to an elevated sense of camaraderie and more creative entrepreneurship.

4. PROJECT SUSTAINABILITY

(State how sustainability of the results will be ensured).

- To ensure sustainability, only those who own and manage their own travel blogs, and who had also published more than 20 articles over the course of the past 12 months, were selected.
- Post-training, participants had to produce and publish one article drawn from their own experiences to ensure that their newly acquired skills were applied.
- The participants' names have been shared with the SOMT for the purpose of possible future projects, e.g. cross-visits between AMS. Participants have also been encouraged to write and publish travel articles on their own websites, as well as to contribute to the SOMT website using the skills gained during their training.

5. GENDER AND OTHER CROSS-CUTTING ISSUES

(Outline how gender or other cross-cutting issues have been addressed by project implementation).

- The gender balance of the project's participants had been taken into account with at least 30% of the training participants was female. This is part of a gender mainstreaming effort. It is furthermore expected that the female bloggers will attract more female travellers.
- The project incorporated some cross-cutting elements, and Information, Communication and Technology (ICT) had been included as part of the blogging activities.
- Finally, the project had empowered young people, who are to be the main beneficiaries of the training.

6. OVERALL PROJECT ASSESSMENT

(Outline two or three key findings and lessons learned)

In general, the feedback was positive:

- 95% of participants strongly agreed or agreed that the training had had a positive impact, had been well organised and had offered a decent programme and activities.
- 96% of participants had already published an article about Ubud on their travel blogs as of the preparation date of this report.
- 100% of participants had an increased understanding of the importance of blogs as a promotional means of boosting ASEAN tourism.
- 94% of participants cited Session 11 (Brand development, content marketing and methods of monetisation) as their favourite session.
- 90% of participants cited an excursion to Ubud as their favourite project activity.

However, 90% of participants suggested that for future events:

- Greater interaction with local communities should be accommodated, as this should enhance both their experiences and their writing on certain topics, e.g. seaweed farming, local cuisine and cooking, etc.
- Participants should be required to contribute to a local village or school, e.g. through a village or beach clean-up, or by teaching 2-3 hours of English or other practical skills at a school, etc.

7. FINANCIAL ANALYSIS

	Planned	Actual	Variance
Total Project Revenue:	128,672.5		0
Other Contributions:			
Total Eligible Project Costs:		128,672.5	0
Total Balance:	128,672.5	128,672.5	0

(Based on the table, provide an overview of the planned and actual project revenues, expenditures and variances)

Annex B.1 – Project Financial Report

(Use the financial report template set out in Annex A of the Project Financial Disbursement and Reporting/PFDR section).

Annex B.2 – Output Documents

To be completed by ASEC

Financial Completion Report (including budget proposal,
financial summary, financial report, and attachments) : ☐

Additional Output Documents attached, e.g., list of participants,
agendas, programmes of activities, proceedings, operational manuals, etc. : ☐

ANNEX 4: Sample Disbursement Letter

Ref. No.

Disbursement Letter

[Dear...]

Subject: _____ (Name of Project)

_____ (Name of ASEAN's approving body) agreed that _____ (Name of Implementing Agency) will be responsible for the implementation of the Project, and that the Project will be financed by the _____ (Name of the Fund).

In this regard and pursuant to the Terms of References (TOR) of _____ (Name of the Fund), the ASEAN Secretariat would like to propose the following arrangements for the disbursement of the funds for the purpose of the implementation of the Project.

Project Title:

Approved amount:

Location:

Payment will be done as follows:

Payment	Amount	% of Total	Remarks
Initial Payments		70%	Upon receipt by ASEC of this letter duly signed by the Implementing Agency
		20%	Upon request of Proponent
Final Payment		10%	Upon submission of all project completion reports
Total		100%	

Appendices considered as an integral part of this agreement.

App – 1 Description of activities as per approved project document and approved budget

App – 2 Reporting Arrangement

If (Name of Implementing Agency) agrees to the above arrangements, this letter and your reply letter, agreeing on the above arrangement shall constitute our basis on the implementation of the Project.

Sincerely

DSG or Name and Title of Authorised Officer
Ref. No.

Implementing Agency

For inquiries, contact:

The ASEAN Secretariat

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