



1 November 2019

REQUEST FOR PROPOSAL

To: ALL INTERESTED PARTIES

Subject: **Consultancy Services on ASEAN Secretariat's Strategic Human Resource Management Plan 2021 – 2025**

ASEAN Secretariat wishes to commission a team of organizational/human resource consultants to conduct analytical assessments of its human resource capacity and HRM policies, recommend strategic human resource management plan and develop integrated talent management programme for 2021 – 2025 as detailed in the Terms of Reference.

This project is part of the EU-ARISE Grant for ASEAN Secretariat Capacity Building.

All parties who are interested should submit a proposal to meet the requirements as stated in Item I. of the Terms of Reference before **COB of 29 November 2019**.

All applicants should send via e-mail **AND** mail/courier 4 (four) printed copies of their application with a cover letter, to:

ARISE+ Grant Manager (ASEAN Regional Integration Support from the European Union)
ASEAN Secretariat
Jl. Sisingamangaraja 70A, Jakarta 12110, Indonesia
Email: suchat.katima@asean.org and erwin.hendrawijaya@asean.org



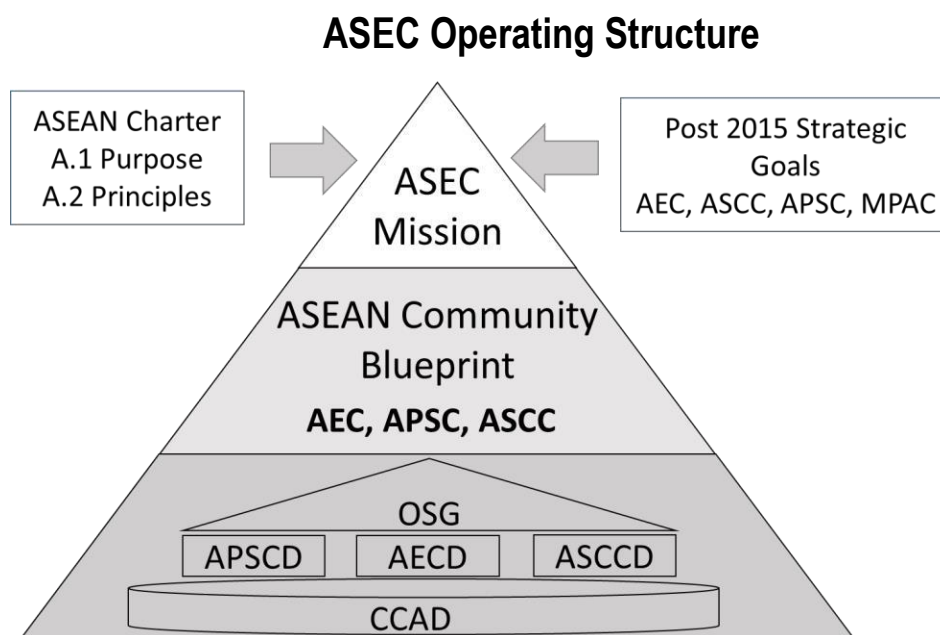
ASEAN Secretariat's Strategic Human Resource Management Plan Terms of Reference

A. Context

The Association of Southeast Asian Nations (ASEAN) was established on 8 August 1967. The Member States of the Association are Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam. The ASEAN Secretariat is based in Jakarta, Indonesia.

In November 2007 ASEAN Member States decided to establish, through the ASEAN Charter, the legal and institutional framework of ASEAN. The Charter formalized a number of regional organs to enable ASEAN to develop the ASEAN Community. At the heart of these organs is the ASEAN Secretariat (ASEC), whose role is to facilitate and monitor the progress of the implementation of ASEAN agreements and decisions towards the realization of an ASEAN Community.

To respond to this bigger mandate, in 2008, the ASEAN Secretariat's organizational structure underwent major changes and restructuring by establishing three sectoral departments to support the three respective ASEAN Community Pillars and strengthening Community and Cooperate Affairs functions as shown in the below figure:



ASEAN Leaders, in 2013, decided to establish the High Level Task Force (HLTF) on Strengthening the ASEAN Secretariat and Reviewing the ASEAN Organs. The recommendations are aimed at strengthening ASEAN's community-building efforts as well as maintaining ASEAN centrality in the post 2015 environment.

The strategic decision by ASEAN leaders to adopt the Kuala Lumpur Declaration on ASEAN 2025, Forging Ahead Together - the ASEAN Community Vision 2025 and the three ASEAN Community Blueprints 2025 and the profound changes implied by the recommendations of the ASEAN HLTF have expanded the roles and responsibility of ASEAN Secretariat significantly.

The current ASEC's organization structure has been in place since January 2016 by adapting the following recommendations of the HLTF:

- Strengthening ASEC's cross-sectoral and cross-pillar coordination;
- Strengthening ASEC's research capacity, monitoring and implementation of ASEAN decisions;
- Strengthening and restructuring the Legal Services and Agreements Division;
- Creating a Human Rights Division;
- Strengthening the area of Information, Communication, and Technology; and
- Setting up knowledge and documents management system.

To pursue the purposes of the ASEAN Charter and provide on-going support to ASEAN Member States in realizing ASEAN Vision 2025, ASEC roles and functions have been expanded, vertically and horizontally. In addition to servicing ASEAN meetings, ASEC is now expected by ASEAN stakeholders to:

- Research and provide analyses, strategic choices and policy options;
- Monitor and report on the implementation of ASEAN Agreements and progresses towards ASEAN Community Blueprints;
- Serve as a knowledge and information hub;
- Facilitate coordination among different ASEAN stakeholders; and
- Undertake resource coordination/mobilization.

Each year, ASEC has increased its manpower responding to the above. The increase is guided by its projected manpower requirement 2016-2025 developed in 2014. According to the projection, ASEC's manpower would be increased by 54% in 2025 from 304 positions in 2014. As of 2018, ASEC has recruited 31% additional manpower.

Over the past four years (2016-2019), there have been some new developments that ASEC did not factor in in its projection such as ASEC new building to be operational in 2019. The new building provides more

capacities and facilities for ASEC to host high-level meetings and regional events. These also require additional personnel with new skill sets.

In responding to the above mentioned issues and to continually improve its effectiveness, ASEAN Secretariat wishes to develop a comprehensive strategic human resource (HR) management plan for the next 5 years.

B. Objective

The overall objective of this exercise is to strengthen ASEC institutional capacity through the development of ASEAN Secretariat's Strategic Human Resource Management Plan for 2021 – 2025.

C. Expected Deliverables

- a. Analytical Assessments of ASEC's Human Resource Capacity and HR Management Policies
- b. Strategic HR Management Plan 2021 - 2025
- c. Integrated Talent Management Programme

D. Scope of the Project

ASEC wishes to commission a team of organizational/human resource consultants to conduct analytical assessment of its human resource capacity, assess its HR management policies and practices, recommend strategic human resource management plan and develop integrated talent management programme for 2021 – 2025.

D.1 Analytical Assessment of ASEC's Human Resource Capacity.

This analytical assessment should cover:

- a. Developing a thorough understanding of ASEC's objectives. Since the success of strategic HR is dependent on how well it links to the organization goals, the consulting team is expected to have a thorough understanding of ASEC's vision, mission, core values, goals and priorities. The team may conduct organizational and operational analyses to identify key results and major deliverables to be achieved in the next five years by each department (Corporate and Community Affairs, ASEAN Economic Community, ASEAN Political and Security Community, ASEAN Socio-Cultural Community and Office of the Secretary General). Moreover, the analyses may cover ASEC functional structure, mode of operation, work process, inter-department interaction and communication and decision making process.

References:

- i. ASEAN Charter 2007
 - ii. ASEAN Community Blueprints: ASEAN 2025 Forging Ahead Together
 - iii. ASEC's Organizational Structure
- b. Conducting analytical HR capacity assessment in light of the respective department's key results and deliverables and identifying HR competencies gaps for the department (e.g. no. of staff for each

category and needed skills). This analytical assessment should also include the assessment of HR capacity for each department to understand their key performance objectives and how they contribute to fulfilling the department objectives and ASEC's goals. Additionally, the study should also undertake a competencies inventory for a staff under each job category (i.e. core, functional and technical competencies) and the competencies gaps in the ASEC existing staff members. This analysis can serve as the basis for ASEC to take into consideration for its capacity building programme.

- c. Estimating ASEC's future HR requirements. After an analysis of the respective department's HR numbers and competencies have been done in relation to the department objectives, the consultant is expected to assist ASEC to forecast HR needs for 2021 – 2025 for each department.

D.2 Analytical assessment of current ASEC's HR policies and practices.

Further to the assessment of organizational human resources capacity, the consultant should also undertake analytical assessment of ASEC's HR policies and practices. The assessment aims to identify rooms for improvement of the prevailing HR policies and practices to support ASEC organizational effectiveness. The assessment may cover the following, but not limited to:

- a. Organizational structure and governance
- b. Manpower planning and budgeting
- c. Workload analysis, Job evaluation and classification
- d. Recruitment, selection, on-boarding, promotion, and employment
- e. Performance Management
- f. Learning and Development
- g. Remuneration
- h. Employee relation
- i. HR Administration and Services

D.3 Recommended Strategic HR Management Plan 2021 - 2025.

Based on the result of the analytical assessment of ASEC's Human Resource Capacity and HR Management Policies, the consultant should formulate the ASEC Strategic HR Management Plan 2021-2025. The strategic plan should be able to answer the following, but not limited to, questions;

- a. What are the human resources relevant challenges faced by ASEC in objectifying its mandates, including its expanded expectations from stakeholders?
- b. What is ASEC's appropriated organizational structure and its mode operandi?
- c. How many staff members are sufficiently required to support ASEC in five-year period?
- d. What are required competencies for each job category to support ASEC to cope with the aforementioned challenges?
- e. What strategy and tools should be in place?

D.4 Recommended Plan of Action: Integrated Talent Management Programme

To enable ASEC to implement the Integrated Talent Management Programme, as part of the Strategic HR Management Plan 2021-2025, the consultant should develop Plan of Action which may comprise the following:

- a. Sourcing and recruiting
- b. Performance Management
- c. Learning and Development
- d. Succession Planning
- e. Leadership Development
- f. Reward and recognition
- g. Talent Strategy and Planning
- h. HR Governance and Metrics

The consultant should work closely with HR team and Director of Corporate Affairs to identify challenges and implementation gaps.

E. Tasks/Activities

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

Deliverables	Activities/Tasks	Work days	M1	M2	M3	M4	M5	M6	M7
1. Inception Report	<ul style="list-style-type: none"> Inception meetings with the Project Owner, HR Team, and ARISE+ High-level Implementation Committee Prepare and produce Inception Report: overall approach and methodology to the project; work plan, schedule and milestones. Produce outline of ASEC's Strategic Human Resource Plan 2021-2025 Submission of Final Inception Report to ASEC [Milestone 1] 		X						
2. Analytical Assessments of ASEC's Human Resource Capacity and HR Management	<ul style="list-style-type: none"> Conduct HR capacity assessment of ASEC, including four departments and one office of ASEC (Meetings, interviews, workplace observations, and review documents) 			X					
	<ul style="list-style-type: none"> Review and assess HR policies and practices 				X				

Deliverables	Activities/Tasks	Work days	M1	M2	M3	M4	M5	M6	M7
Policies and Practices	<ul style="list-style-type: none"> Submit final Analytical Assessment Report to ASEC [Milestone 2] 				X				
3. Strategic HR Management Plan 2021 – 2025	Develop Strategic HRM Plan, Staffing tables and Competencies matrix					X			
	Present Strategic HR Plan to ASEC Management and submit the final SHRM Plan (Milestone 3)					X			
4. Integrated Talent Management Programme	Develop plan of action to implement Strategic HRM Plan covering the whole talent management areas						X		
	Provide training and coaching to HR team in implementing different components of Talent Management Programme							X	
	Submit complete Talent Management Programme to ASEC (Milestone 4) and final consultant report								X
Total		66*							

*Indicative

F. Reporting/Deliverables

The Contractor is expected to produce reports and deliverables in accordance with Section C, D and E above. The timing of delivery is indicative and can be adjusted when the Contractor's work plan is developed, subject to mutual agreement.

No.	Reports and Deliverables	Target Delivery Date
1	Inception Report	Week 4 of Month 1 (Milestone 1)
2	Final Analytical Assessments of HR Capacity and HR Practices Report	Week 4 of Month 3 (Milestone 2)
3	Strategic HR Plan 2021- 2025	Week 4 of Month 4 (Milestone 3)
4	Talent Management Programme Guidelines	Week 4 of Month 7 (Milestone 4)

All reports will be submitted to the Corporate Affairs Director, ASEAN Secretariat (with copy to ARISE+ Grant Manager). All deliverables and reports must be suitable for publication, although the decision on publication lies with ASEC.

The contractor will also provide regular reports on activities undertaken and issues that have arisen. These will be submitted to ARISE+ Grant Manager via email.

G. Project Management

The consultancy will be undertaken intermittently over seven calendar months. Work will commence immediately after contract signing. The Corporate Affairs Director of ASEAN Secretariat is the Project Owner. The project will be under the direction of ARISE+ Grant High-level Implementation Committee. The project is funded by ARISE+ Grant.

H. Qualifications

The bidder/s shall consist of organizational development and human resource planning experts and demonstrate the following:

- Thoroughly understanding of ASEAN cooperation and integration as stipulated in ASEAN Charter and ASEAN Community Blueprints 2025.
- Extensive experience and capacity in conducting analytical organizational and human resource capacity assessment
- Proven experience in conducting institutional reviews, and design and review of implementations systems, management structures, and inter-department and cross-sector cooperation.
- Proven experience in facilitating the development of strategic human resource management plan
- Proven experience in developing and implementing integrated talent management programme, e.g. competencies-based recruitment and competencies-based performance management
- Proven skills in writing and conversing in English
- Familiar with ASEAN and ASEAN Secretariat organizational set-up is an advantage

I. Contracting

All parties who are interested will have to submit a proposal in two parts: **Technical** and **Financial components**.

Part 1: The Technical component should present the following information:

- A brief discussion indicating the bidder's understanding of the needs of the project with clear reference to the three parts of the project.
- A brief analysis of key issues;
- A methodological discussion of how the bidder proposes to address those needs including assessment of key issues, analytical strategies that will underlie the project, specific techniques to be utilised, and practical discussion of possible limitations in carrying out the project;
- A detailed work plan that specifies activities to be undertaken, expected deliverables, resources to be utilised and timing;
- CVs of all proposed experts;
- Expert mobilization and management plan;

- A discussion on how measures to ensure the future sustainability of the outcomes of the project will be addressed;
- Brief discussion of firm's past experience in undertaking similar work and brief summaries of all projects undertaken.

Part 2: The Financial component should specify professional fees of experts.

Other costs for experts and participants such as reimbursable expenses for airfare, other travel costs and daily subsistence allowance for workshops, meetings and all other agreed activities will be discussed with the preferred contractor during the finalisation of the scope of services. Costs will be based on prevailing ASEC rates.

Applicants should send via e-mail **AND** mail/courier 4 (four) printed copies of their application with a cover letter, to:

ARISE+ Grant Manager (ASEAN Regional Integration Support from the European Union)
ASEAN Secretariat
Jl. Sisingamangaraja 70A, Jakarta 12110, Indonesia
Email: suchat.katima@asean.org and erwin.hendrawijaya@asean.org

Closing date: 29 November 2019