

REGIONAL TRADE FOR DEVELOPMENT AANZFTA IMPLEMENTATION SUPPORT PROGRAM

TERMS OF REFERENCE FOR THE

Technical Consultant to Implement the Project on “Enhancing Competitiveness and Inclusiveness in Services Trade under AANZFTA”

I. Summary

Title	Enhancing Competitiveness and Inclusiveness in Services Trade under AANZFTA
Start Date	June 2026
Completion Date	December 2027
Reports to:	Project Manager: Regional Trade for Development (RT4D) Facility
Interacts With:	RT4D: Regional Manager, Program Delivery Lead, MEL Manager, GEDSI Manager. ASEAN Secretariat (ASEC): Services & Investment Division FTA Subsidiary Body: Committee on Trade in Services (CTS). Project Proponent: Indonesia (Directorate of Trade in Services Negotiation and E-Commerce, Ministry of Trade).
Requires Approval from:	RT4D: Regional Manager, Program Delivery Lead, Facility Director Project Proponent: Indonesia (Directorate of Trade in Services Negotiation and E-Commerce, Ministry of Trade) FTA Subsidiary Body: Committee on Trade in Services (CTS).
Timetable for Tender Process	Request for Proposals: 21/04/2026 Closing Date for Queries: 03/05/2026 Closing Date for Proposals: 18/05/2026
Submission Instructions	The provider should submit Technical and Financial submissions in alignment with requirements outlines in Section XII of this ToR. The Submissions or any questions should be sent to the RT4D Manager at ahmad.tirmiko@regionaltrade4dev.org and AISP@regionaltrade4dev.org by 18 May 2025 .
Scope of Work Summary:	
<p>The Regional Trade for Development Facility (RT4D) is seeking a consulting firm/consortium to manage and delivery of Project “Enhancing Competitiveness and Inclusiveness in Services Trade under AANZFTA” by providing technical support. RT4D will separately engage an external event organiser to support in-person workshop organisations. RT4D will manage the project in close consultation with the ASEAN Secretariat, FTA Subsidiary Body, and Project Proponent.</p> <p>This project will develop research studies, benchmarking, and recommendation. This phase includes conducting stakeholder consultations to comprehensively assess and analyse competitiveness in services trade among AANZFTA parties. Based on these collected inputs, a draft study and recommendation will be developed and finalised by incorporating feedback</p>	

gathered at the workshop and public-private dialogue (PPD) sessions. Based on the final study, a module for three (3) series of in-person in-country trainings will be developed. Series of in-country trainings are targeted for private sector participants which engages women in MSMEs, women in MSMEs with the disabilities, or relevant intersectionality approach, based on sector-specific programs. Subsequently the mentorship program will pair at least twenty experienced exporters or sector specialists with MSMEs requiring deeper guidance. The mentorship will occur online over an eight- to twelve-week cycle, combining one-on-one sessions with group learning clinics. After delivery of all key project outputs, the reporting requirement (project progress report, and project completion report) will follow a standard RT4D templates and be subject to comments, amendments, and the approval from the RT4D Facility Team, the Project Proponent, the ASEAN Secretariat and the relevant AANZFTA Subsidiary Body (CTS).

II. Background

Across ASEAN, services have become a core driver of structural transformation and regional competitiveness. The sector contributes around 49.2 percent of ASEAN aggregate GDP and attracts a dominant share of investment inflows, with services accounting for 65.2 percent of total FDI inflows to ASEAN in 2022, while total ASEAN services trade reached US\$1,286.4 billion in 2024, signalling both scale and resilience in the region's economic architecture^{1,2}. Yet the region's integration through services trade remains uneven. Intra ASEAN services trade accounted for only 13.3 percent of total services trade in 2022, lower than intra ASEAN goods trade. This may suggest that regulatory frictions and market fragmentation continue to limit the depth of regional services integration³.

Wide variance in variations of domestic regulation, reinforcing differences in regulatory implementation and digital service infrastructure that constrain private sector readiness and the ability of firms to scale, formalise, and trade across borders⁴. Regulatory restrictiveness remains a binding constraint in several priority services sectors. The OECD Services Trade Restrictiveness Index (STRI) evidence for ASEAN indicates that average restrictiveness across covered sectors is materially higher than in major OECD economies, with telecommunications showing the highest restrictiveness across ASEAN and persistent barriers related to foreign entry, competition, and transparency, which are particularly salient for digitally enabled and professional services that rely on connectivity, data flows, and predictable licensing regimes⁵. These structural constraints intersect with persistent gender and inclusion gaps. Women's labour force participation is constrained by skills gaps, mobility and childcare constraints, and discriminatory norms⁶. People with disabilities face systematically lower employment probability and wage outcomes linked to discrimination and inadequate workplace accommodation, with direct implications for the inclusiveness of services upgrading and the ability of marginalised groups to benefit from services trade growth. Within this landscape, AANZFTA Parties are deepening economic integration under

¹ ASEANstats. (2023). ASEAN Statistical Yearbook dan ringkasan layanan terkait perdagangan jasa. <https://www.aseanstats.org/wp-content/uploads/2023/10/ASH-2023-v1.pdf>

² UNCTAD. (2024). ASEAN investment report 2024. <https://unctad.org/publication/asean-investment-report-2024>

³ ASEANstats. (2023). ASEAN Statistical Yearbook dan ringkasan layanan terkait perdagangan jasa. <https://www.aseanstats.org/wp-content/uploads/2023/10/ASH-2023-v1.pdf>

⁴ World Bank. (2024). Business Ready 2024 dataset. <https://www.worldbank.org/en/businessready>

⁵ OECD. (2022). Developing the ASEAN services trade restrictiveness index. https://www.oecd.org/content/dam/oecd/en/topics/policy-sub-issues/services-trade-restrictiveness-index/measuring-the-regulatory-environment-for-services-trade-in-the-asean-region/Developing%20the%20ASEAN%20STRI_OECD_final.pdf

⁶ World Bank. (2024). Business Ready 2024 dataset. <https://www.worldbank.org/en/businessready>

an upgraded framework that seeks to reduce restrictiveness, strengthen regulatory transparency, and expand equitable participation in services trade. This project is therefore positioned at the intersection of regional integration commitments and national reform agendas across AANZFTA economies, aiming to generate an analytical foundation and a practical intervention design that strengthens services competitiveness while advancing participation of MSMEs, women, and marginalised groups.

The importance of this project is acknowledged by the Directorate of Trade in Services and E-Commerce Negotiations, Ministry of Trade Indonesia (MOT), that strengthening services competitiveness is critical to realising the benefits of AANZFTA for ASEAN Member States (AMS). This is particularly salient given evidence that Indonesia's services regulatory framework remains relatively restrictive in selected sectors compared with OECD benchmarks, while comparable regulatory constraints are also observed across several ASEAN Member States. In addition, differences in regulatory implementation and administrative efficiency across the region continue to constrain private-sector readiness (Business Ready 2024). In response, the Regional Trade for Development Facility (RT4D) operationalises the AANZFTA Implementation Support Program through targeted support to AMS, funded by the Governments of Australia and New Zealand, to ensure that services trade reforms are evidence-driven, well-sequenced, and inclusive of service sector business including Micro, Small and Medium Enterprises (MSMEs), women, and marginalised groups. While Indonesia provides the immediate entry point, the project is **designed to generate shared learning, transferable policy insights, and that can be considerably applied across AANZFTA Parties, along with practical tools and knowledge resources that support improvements in services competitiveness throughout the region.**

2.1 Project Objectives

The project aims to strengthen the strategic implementation of the upgraded AANZFTA by generating robust, evidence-based analysis and practical design inputs that support the Sectoral Strategic Directions and Priorities (SSDP) for services (CTS). In line with SSDP priorities on **improving regulatory transparency, enhancing the competitiveness of services sectors, and advancing inclusive participation in regional economic cooperation**, the project will:

- **Identify the competitiveness** of the services sectors among Parties in AANZFTA.
- **Enhance the competitiveness** of business actors and services trade among **AANZFTA**.
- **Increase the role and involvement of women and MSMEs** in the services sector to ensure proactive engagement of possible intersectional positions, such as MSMEs, women in MSMEs, women with disabilities in MSMEs, or other marginalised groups.

2.2 Intended Beneficiaries

- **Government stakeholders:** Officials from trade ministries, sector-specific ministries/government agencies, relevant regulatory bodies in AANZFTA Parties.
- **Private sector actors:** Businesses, MSMEs, and entrepreneurs in the services sector.
- **Women entrepreneurs:** Targeted support for women-led businesses to increase their participation in services trade.
- **Academics and researchers:** Institutions and experts analysing competitiveness and restrictiveness in services trade.

2.3 Project Outputs and Project Outcomes

This project directly addresses the AANZFTA CTS, SSDP by supporting SSDP Priority 2 of the CTS, which is: *better understanding of national comparative advantages in services and formulation of policy options to maximise opportunities from trade in services*. Each project activity generates specific outputs that drive measurable SSDP Intended Outcomes, as outlined below and detailed in the Monitoring and Evaluation (M&E) framework ([Section 10](#)).

SSDP Priority 2: Better understanding of national comparative advantages in services and formulation of policy options to maximise opportunities from trade in services.

a) Intended Outcome 2a: Increased national capacity to undertake studies of national comparative advantages. This will be achieved through strengthening technical skills, analytical tools, and institutional capability of relevant agencies to independently assess their country context in regional trade. (Connect with Project Outcome 1 and Project Outcome 2)

- **Key outputs leading to the achievement of this outcome:**
 - Research Studies, Benchmarking, and recommendation (Activity 1)
 - Workshop for AANZFTA parties (Activity 2.1)

b) Intended Outcome 2b: Reformed services trade policies where needed. This outcome could be achieved through translating competitiveness diagnostics and stakeholder consultations into actionable policy recommendations and reform pathways through workshop, public–private dialogue, and private sector engagement activities. (Connect with Project Outcome 2 and Project Outcome 3)

- **Key outputs leading to the achievement of this outcome:**
 - Public-Private Dialogue (Activity 2.1)
 - Private Sector Engagement in training sessions (Activity 3)
 - Mentorship programs (Activity 4)

Grounded in the obligations and principles set out in AANZFTA Chapter 8 on Trade in Services and Chapter 12 on Economic Co-operation, and informed by several studies, the project’s consultation phase was conducted with stakeholders of Indonesia’s services trade environment together with competitiveness diagnostics frameworks. The project is expected to deliver three interlinked project outcomes:

1. **Project Outcome 1: Improved understanding of services competitiveness**, supporting SSDP Intended Outcome 2a by strengthening national capacity to analyse comparative advantages and inform services policy design. Policymakers and researchers gain insights into services competitiveness, yet contribute to the ability of policymakers in formulating a strategic policy of the services sector.
2. **Project Outcome 2: Enhanced capacity of private sector actors**, supporting SSDP Intended Outcome 2a and 2b by enabling businesses, particularly MSMEs and women-led enterprises, to better utilise services trade opportunities under AANZFTA (including ensuring inclusiveness). Businesses, especially MSMEs and women-led enterprises, become better equipped to expand market access under AANZFTA.
3. **Project Outcome 3: Increased inclusiveness in services trade**, supporting SSDP Intended Outcome 2b. Increased inclusiveness in trade by strengthening the capacity and participation of MSMEs, women-led enterprises, and businesses owned or operated by

persons with disabilities to access services trade opportunities, while enabling government agencies to integrate inclusion considerations into services trade policies and support programs through targeted workshop, public–private dialogue, and private sector engagement activities.

RT4D End of Investment Outcomes (EOIO) and Intermediate Outcomes(IO)⁷

The project also contributes to RT4D’s EOIO 1 and 2 through achieving IO 1 and 4.⁸ Through the development of Research studies and Policy recommendations with clear guidance and a strong focus on and inclusion of private sector, especially MSMEs, and those led by women and People With Disabilities (PWD) in the project activities, the project enhances the technical and institutional capacity and have improved knowledge and skills to increasingly implement priority areas within the services sector.

III. Scope of Services

The RT4D Facility is seeking a firm/organisation (the Consultant) to support the project implementation and delivery of project activities between June 2026 – December 2027. The selected Consultant will be responsible for the scope of services outlined in the sections below.

A. Project Activities

The Consultant will be responsible for a coherent set of deliverables centred around the Implementation of project on Enhancing Competitiveness and Inclusiveness in Services Trade under AANZFTA:

- Activity 1: Research and Policy Recommendations, includes stakeholder’s consultations
- Activity 2: Strengthening FTA Party Capacity through Evidence-Based Workshops and Dialogues (Online and In-person Regional Workshop along with Public–Private Dialogue (PPD)
- Activity 3: Private Sector Engagement including increasing participation of women in the activities (3 In-country trainings’ sessions), includes mentorship program
- Activity 4: Develop, submit, and consolidate feedback on the draft Project Progress Report (PPR), and Project Completion Report (PCR)

A.1 Activity 1 – Research and Policy Recommendations

Tasks 1.1. Analysing the competitiveness of services sectors in each AANZFTA Party.

The analysis of services competitiveness will provide a harmonised, cross-country baseline for all AANZFTA Parties, ensuring that no subsector is excluded and that institutional and regulatory

⁷ Regional Trade for Development (RT4D) is the umbrella program for the AANZFTA Implementation Support Program (AISP) and the RCEP Implementation Support Program (RISP). Across its programs, RT4D follows a set of common “End of Investment Outcomes (EOIOs)” and six Intermediate Outcomes (IOs) that are expected to be achieved by the end of the Program (30 June 2028).

⁸ EOIO1: Selected FTAs are effectively implemented: Parties have enhanced cross-border cooperation and increasingly consistent regulatory frameworks, in targeted sectors, that have considered the needs of SMEs, women, and people with disability.

EOIO2: Regional and national institutions, particularly within LDCs, have improved skills, networks, and policy options to implement FTAs in targeted sectors.

IO1: FTA workstreams supported by RT4D effectively assist economic cooperation and integration as prioritised by FTA Parties, particularly LDCs.

IO4: FTA Parties and their institutions, particularly LDCs, have improved knowledge and skills to increasingly implement priority areas within FTAs.

contexts are systematically incorporated. This study will apply a unified analytical framework that captures economic outcome, regulatory conditions, ecosystem readiness, and inclusivity dimensions. This approach reflects both global metrics and the specific challenges raised during the consultation process, including fragmented licensing, multi-ministry governance, limited data reliability, digital infrastructure gaps, and the misalignment between industry needs and policy design.

The assessment begins with a comparative overview of the structure and outcomes of the services sector in each Party, covering GDP contribution, employment, export participation, productivity trends, and long-term growth patterns. Building on this, the vendor will develop a subsector-level competitiveness profile for all major services categories, following AANZFTA classifications while also accommodating national priorities raised by Indonesian ministries—such as analytics services, Digitally Enabled⁹ services, testing and certification, creative industries, and tourism.

Understanding services competitiveness requires attention to market structure, regulatory design, and sectoral outcome rather than detailed institutional arrangements within individual Parties. Accordingly, **the analysis will focus on comparative assessment of services competitiveness across AANZFTA Parties by examining regulatory restrictiveness, variations of domestic regulations, and market outcomes using internationally recognised analytical tools and cross-country indicators.** The analysis will draw on evidence from stakeholder consultations to highlight recurring regulatory and market frictions that affect services competitiveness across economies. Finally, the analysis will identify high-potential subsectors for deeper examination based on economic indicators, comparative outcome across Parties, and priorities consistently highlighted through stakeholder inputs, ensuring that subsequent activities remain policy-relevant, regionally comparable, and aligned with the scope of AANZFTA economic co-operation.

Tasks 1.2. Benchmarking measures that support the increase of service competitiveness, including businesses.

A structured but selective benchmarking exercise is undertaken to analyse how AANZFTA Parties design and implement policies and instruments that strengthen services sector competitiveness. This benchmarking is not intended to be exhaustive, but rather to draw on internationally recognised diagnostics and comparative frameworks to identify patterns, promising practices, and binding constraints relevant to services trade reform. The analysis is informed by established benchmarking tools and datasets, including services trade restrictiveness indicators, services trade competitiveness diagnostics, logistics and trade facilitation indices, and related policy benchmarks used by multilateral institutions. The focus is not only on measures as articulated in policy or regulation, but on how these measures shape the real operating environment for services firms. The benchmarking therefore concentrates on business-enabling factors affecting services firms, such as ease of establishment, end-to-end licensing processes, the level of digitalisation in government services, and the predictability of the investment climate. The analysis will highlight how Parties have simplified procedures or improved regulatory clarity, as well as where regulatory complexity and implementation gaps continue to constrain services sector competitiveness, without engaging in detailed assessment of domestic institutional coordination arrangements.

⁹ Perdagangan Melalui Sistem Elektronik (Trade Through Electronic Systems).

A second component applies a STRI-type analytical lens to compare regulatory approaches across Parties. The objective is not to calculate STRI scores but to isolate which regulatory measures most significantly influence openness and predictability. The analysis focuses on regulatory dimensions that are most directly linked to services market access and implementation under AANZFTA, including foreign equity rules, screening and approval mechanisms, movement-of-people conditions, transparency provisions, and the presence and effectiveness of competition frameworks. Other discriminatory measures, such as preferential treatment in public procurement or broader fiscal regimes, are not examined as standalone categories, as they are often cross-sectoral or domestic in nature and less amenable to comparable analysis within the scope of this project. Nevertheless, elements of discriminatory impact that directly affect services suppliers are captured through the assessment of market entry conditions, transparency, and regulatory predictability. This enables a clear comparison of which measures are most restrictive and which serve as examples of good practice. The benchmarking then extends to incentives and support mechanisms for services firms, including programs targeting MSMEs, women-led businesses, start-ups, and digital service providers. The analysis reflects interview findings that many initiatives underperform due to limited association capacity or misalignment with industry needs. Therefore, both program design and available evidence of effectiveness are reviewed to determine where support systems genuinely improve competitiveness.

As part of the benchmarking process, virtual consultations will be conducted with key stakeholders, including government officials, business associations, and representatives from services firms. The consultation will validate preliminary findings and deepen understanding of how policies operate in practice. These consultations will enable the team to capture real-time insights on the implementation of business-enabling measures, the consistency of licensing processes across agencies, and the practical challenges firms face when navigating regulatory requirements. Government stakeholders are expected to provide inputs on institutional mandates, reform priorities, and ongoing digitalisation initiatives, while business representatives are expected to share inputs on bottlenecks such as procedural fragmentation, uneven enforcement, and gaps in coordination. The perspectives gathered through these virtual engagements will help triangulate desk research and ensure that the benchmarking reflects both formal rules and lived experiences, and identifies areas where policy design diverges from operational realities.

Tasks 1.3. Best practices on the action plan of services trade exports, or other national planning on services trade competitiveness/exports.

This component synthesises **best practices from AANZFTA Parties and comparable economies that have developed coherent strategies for strengthening their services sectors**. The review covers national action plans, sectoral roadmaps, and strategic frameworks across multiple domains, including digital economy blueprints, logistics and tourism plans, creative industry development strategies, MRAs for professional services, and sector-specific transformation frameworks.

A core part of the synthesis involves extracting institutional design features that enable effective implementation. These include governance structures, mechanisms for cross-ministry coordination, public–private interface models, monitoring systems, and analytical baselines.

The analysis then documents successful approaches that align with AANZFTA priorities, such as licensing simplification, improved regulatory transparency, adoption of digital government systems, structured workshop for regulators and associations, and institutional mechanisms for sustained

stakeholder engagement. These examples will provide concrete models of how complex multisector strategies can be operationalised.

For Parties that have not yet articulated explicit services strategies, the review will identify gaps and outline foundational elements needed to initiate strategy development. These will include data and indicator systems, cross-sector steering committees, inter-agency coordination protocols, and structured stakeholder platforms.

Through these steps, the component moves beyond document compilation and generates actionable insights that can support SSDP implementation and inform future AANZFTA cooperation and reform processes.

Tasks 1.4. Developing recommendations to enhance services sector competitiveness.

This component will convert analytical evidence into prioritised and feasible recommendations aligned with SSDP objectives, AANZFTA obligations, and insights gathered through all data collection process in the previous tasks. The recommendations will begin with a structured set of policy options derived from the diagnostics, addressing issues such as industry readiness, multi-agency licensing complexity, data unavailability, coordination gaps, ecosystem fragmentation and other relevant components in findings.

Reform pathways will then be articulated by grouping proposed measures into thematic clusters: transparency improvements, regulatory simplification and quality enhancement, digitalisation enablers, competition and investment climate strengthening, infrastructure upgrading, skills and workforce development, and inclusion (integrated with several indicators from internationally recognised tools/framework—see [annex D](#)). These pathways reflect the specific pain points raised by policymakers and private-sector actors across the interviews.

Where appropriate, the component will offer country-specific recommendations tailored to the institutional context of each Party, complemented by regional-level recommendations designed to support AANZFTA subsidiary bodies. This ensures alignment with the Agreement's legal commitments, including provisions on regulatory cooperation, transparency, professional mobility, and MSME participation.

Inclusion is the key indicator and integrated across the recommendation framework, with targeted proposals to expand MSME involvement, strengthen women-led services enterprises, and ensure accessibility for persons with disabilities—responding to the repeatedly raised concerns about unequal participation in services trade.

Finally, the recommendations will be organised within a sequencing framework that distinguishes short-term actions, medium-term institutional reforms, and longer-term integration measures. **Short-term** actions prioritise improvements e.g. in regulatory clarity, data availability, and capacity building for associations and regulators. **Medium-term** reforms may focus on licensing streamlining, consolidation of regulatory information systems, and strengthened coordination mechanisms. **Longer-term** actions may address deeper forms of integration, including sectoral mutual recognition arrangements and enhanced regulatory cooperation, reflecting the progressive nature of services trade reform under AANZFTA.

Output – i) Development of stakeholders' consultations report, ii) Development, revision, finalisation of the Research Study and Policy recommendations.

A.2 Activity 2 – Strengthening FTA Party Capacity through Evidence-Based Workshops and Dialogues

Main Activity 2 builds directly on the evidence base established in Activity 1, translating research findings into actionable capacity-building processes for FTA Parties. Through a combination of regional workshops and structured public–private dialogues, this activity seeks to strengthen policymaking capacity, validate competitiveness analysis, and co-create reform pathways that reflect both government priorities and market realities. The approach ensures that recommendations are not only evidence-based but also inclusive, participatory, and regionally relevant within the AANZFTA framework.

The first component, the Regional Workshop on Reviewing and Strengthening Services Sector Competitiveness Recommendations, consists of an online session to present and discuss initial findings, followed by an in-person (hybrid) session in Jakarta to validate research outputs against market realities, and generate feasible reform options through co-design exercises, by engaging both public and private stakeholders. These workshops provide policymakers with tools to interpret competitiveness metrics, analyse regulatory and institutional drivers, and share best practices on liberalisation and regulation. By fostering participatory discussions, the workshops strengthen recommendations, identify competitive services sectors, and enhance cross-country learning, ensuring that reform options are grounded in comparative evidence and aligned with regional objectives.

The second component, the Public–Private Dialogue (PPD) on Services Sector Competitiveness, will be conducted along with the in-person (hybrid) regional workshop to capture diverse perspectives from businesses, MSMEs, women-led enterprises, and service providers with disabilities. These dialogues will document bottlenecks and barriers in services trade. By engaging both public and private stakeholders, the dialogues foster trust, broaden inclusivity, and ensure that competitiveness strategies are practical, implementable, and responsive to the lived experiences of market actors. Together, the workshops and dialogues create a coherent pathway that strengthens FTA Party capacity and supports evidence-based reforms under AANZFTA.

Task 2.1. Prepare workshop & PPD materials and agenda

This task involves developing a coherent set of learning materials and a structured workshop agenda that guides policymakers through the inception findings from the studies and benchmarking exercises. The materials will include presentations, sector briefs, comparative tables, and examples of regulatory and liberalisation practices relevant to the AANZFTA context. The agenda will be designed to ensure a logical flow from understanding competitiveness results to identifying priority sectors and analysing factors that influence competitiveness. All content must be accessible, consistent across Parties, and aligned with the objectives of the project to support shared understanding and informed discussion.

This initial phase requires a set of coordinated preparatory activities to ensure that the workshop and PPD sessions are evidence-based and strategically focused. This includes conducting scoping meetings with RT4D and the project proponent to confirm the objectives of these events, compiling a priority issue list grounded in the findings of Activity 1, developing a participant mapping that identifies the necessary representatives from government, regulators, industry associations, women-led MSMEs, disability groups, and officials from Australia and New Zealand, and determining the subsectors to be organised into thematic tracks. It also involves preparing a regulatory and market landscape analysis to frame the discussion and drafting a PPD concept note

for endorsement by the RT4D Facility, recognising that these preparatory steps are interdependent with the research and benchmarking work conducted earlier in the project.

The development of the Evidence Pack forms a core task in ensuring that the PPD is grounded in robust analysis and shared understanding across stakeholders. This involves synthesising the competitiveness and benchmarking results generated through earlier project activities, assembling a comprehensive PPD Evidence Pack that includes constraint maps, regulatory landscape summaries, and subsector analyses, and preparing sector briefs for digital services, professional services, logistics, tourism, and creative industries. It also requires producing clear data visualisations—such as heatmaps, bottleneck maps, and comparative regulatory tables—to support structured dialogue, and drafting tailored briefing notes for government and private-sector participants so that all parties enter the PPD with aligned facts, terminology, and expectations.

Once the evidence base is established, the next step is to design the overall structure and agenda of the PPD to ensure that discussions are purposeful and lead to actionable outcomes. This includes determining the number of dialogue rounds to be held, developing a session architecture that combines plenary discussions, breakout groups, thematic tracks, and inclusive dialogue circles, and preparing a facilitation plan that incorporates problem-solving and co-creation techniques. It also involves defining the expected outputs of each session—such as bottleneck lists, reform options, and sector-specific pathways—constructing a detailed storyboard for a maximum a 1 day event, and producing a comprehensive Facilitator’s Guide to ensure consistency and quality across all dialogue components.

Task 2.2. Organise and deliver the workshop & PPD

Sub-task 2.2.1 Participant Recruitment & Coordination

Ensuring balanced representation in the workshop and PPD sessions requires a dedicated phase of participant recruitment and coordination that brings together all relevant stakeholder groups. This task involves liaising with focal points in each AANZFTA Party to secure nominations, verifying that the final participant mix adequately reflects technical ministries, regulators, subsector associations, MSMEs, women-led MSMEs, persons with disabilities, and experts from Australia and New Zealand, and consolidating these nominations into a final participant list. It also requires identifying and arranging any necessary accessibility measures, such as interpretation or assistive services, and distributing a pre-event briefing pack so that all invited stakeholders are well prepared and able to participate meaningfully in the dialogue.

Sub-task 2.2.2 Organise and deliver the online and in-person workshop

This task involves coordinating participation from all AANZFTA Parties, ensuring diverse representation from trade ministries, sectoral ministries, regulators, and other relevant agencies. The workshop will be delivered in an online and **in-person (hybrid format) in 2nd Quarter of 2027** for 1-2 days. Considering time difference with Australia New Zealand, online session of the workshop can be done max. a half day (around 3-4 hours), agenda, or program of activities can be discussed, and decided at a later stage. Both events will provide policymakers with a platform to review inception findings, identify competitive sectors, analyse policy measures, and exchange best practices on liberalisation and regulation. Facilitation will focus on encouraging cross-country dialogue, problem-solving, and shared learning, ensuring that each Party can reflect on its own context while contributing to regional insights.

To ensure the smooth delivery of both events, a dedicated set of logistics and operational tasks must be undertaken to support both the technical and practical requirements of the event. This includes selecting the appropriate format and location—whether in-person or hybrid—arranging the venue layout with breakout rooms and necessary equipment, and setting up systems for registration and digital attendance tracking. It also involves securing simultaneous interpretation services where needed, coordinating catering and travel arrangements for regional participants, and managing vendors, event support teams, and the online platforms that will facilitate hybrid participation, ensuring that all operational elements function seamlessly throughout the events' sessions.

On the day of the workshop and PPD sessions, effective delivery and facilitation management are essential to ensure that the workshop and PPD sessions achieves its intended objectives and maintains a coherent flow across all components. This involves leading the opening session and setting the framing for the discussions, overseeing facilitation across the thematic groups, and gathering real-time inputs from breakout sessions to maintain alignment and momentum. It also requires applying structured facilitation methods such as constraint mapping, service journey mapping, and co-design diagnostics, while ensuring that inclusive sessions for women-led MSMEs and disability groups are managed sensitively and effectively. Throughout the event, initial recommendations must be captured and synthesised into a preliminary deck that feeds into the consolidation and reporting process.

Task 2.3 Document insights and reporting development

Sub-task 2.3.1 Document insights and update project inputs

This task involves capturing the key insights, sector priorities, analytical observations, and policy implications emerging from the workshop. The documentation will be compiled into a structured workshop report that summarises discussions, highlights areas of consensus and divergence, and identifies issues requiring further analysis or refinement as in the Project Design. The findings will then be integrated into the broader project inputs to ensure that the next stages of design work—particularly recommendations, reform pathways, and subsequent components—accurately reflect the perspectives and needs of AANZFTA policymakers.

Sub-task 2.3.2 Documentation & Reporting Tasks

The documentation phase ensures that every output of the events is formally captured and ready for consideration within SSDP processes and AANZFTA bodies. This includes producing a complete workshop/PPD Report that details the background, process, participants, evidence base, findings, and recommendations; compiling bottleneck lists, solution pathways, and regulatory reform options generated through the dialogue; developing cross-country comparative tables that reflect the perspectives of different Parties; and preparing an Executive Summary for distribution to CTS, and other relevant groups so that the results of the event can be incorporated into ongoing regional workstreams¹⁰.

Sub-task 2.3.3 Post-Dialogue Follow-Up & Integration

The work of the PPD continues beyond the event itself, requiring a structured follow-up process to ensure that dialogue outputs translate into meaningful action. This phase involves convening validation meetings with RT4D, the proponent, and the ASEAN Secretariat, updating recommendations to reflect participant feedback, and preparing a final alignment matrix that links

¹⁰ The report of both Workshop and PPD sessions will be developed into internal and external version, for circulation to all members the CTS (internal) and for public consumption (external).

PPD results with relevant SSDP Outcomes. It also includes integrating the validated recommendations into subsequent capacity-building and private-sector engagement activities, and developing a monitoring plan to track how far the proposed reforms and solutions are taken up within national and regional policymaking processes.

Output – i) Development of workshop & PPD materials, ii) Facilitation and delivery of workshop & PPD sessions (online & in-person plus hybrid format), iii) Development, revision and finalisation of Reporting for workshop & PPD sessions.

A.3 Activity 3 – Private Sector Engagement including increasing participation of women in the activities (3 In-country trainings' sessions)

Task 3.1 Develop training curriculum and materials

The training program will begin with the preparation of a structured curriculum that covers four priority services sectors identified through the competitiveness study. Each module will include clear learning objectives, regulatory guidance, export-readiness tools, and real case examples from ASEAN, Australia, and New Zealand. The development process should involve consultation with sector experts to ensure accuracy and relevance. Some case studies will be included, featuring successful women-led MSMEs to support peer learning. All materials should be produced in accessible digital formats, with accommodations such as screen-reader-friendly layouts to ensure inclusion of participants with disabilities. Registration for the training will be coordinated through an online portal where participants can download preparatory materials in advance. Adjustment on the training materials (when required) for different round of in-country sessions will be completed prior to delivery of the particular in-country session¹¹.

Task 3.2 Participant recruitment and selection

Recruitment will be conducted through a combination of open calls and coordinated nominations from business associations, women's entrepreneurship networks, disability organisations, and AANZFTA focal points. An online registration system will collect participant profiles, including gender, sector, business size, and accessibility needs, enabling the team to curate a representative and inclusive cohort. The selection aims for sufficient targeted MSMEs¹² in each interested AMS or targeted specific country, with strong inclusion of women-led and disability-inclusive enterprises. Communication with participants will be centralised through email and messaging groups, ensuring they receive schedules, preparatory readings, and instructions for participation in hybrid sessions.

Task 3.3 Deliver sector-specific training sessions

The training sessions will be organised into **three in-country specific rounds**, each lasting one and a half to two days and delivered in hybrid format. Interested and targeted specific country will be determined at a later stage through the CTS channel (nomination, and selection processes). The sessions should be structured around short technical presentations followed by interactive exercises, cross-country comparisons, and discussions on regulatory challenges. Participants will use digital breakout rooms for small-group reflection, while in-person attendees will be grouped by sector or geographic relevance. Real examples of successful exporters will be presented to anchor

¹¹ Adjustment may include inclusion of different more relevant case-study(ies), translation into national language (only if required).

¹² Minimum of 5 MSMEs

discussions in practical experience. A registration desk will manage attendance tracking, while the hybrid platform will provide simultaneous interpretation and chat-based support for participants who join remotely.

Task 3.4 Establish and run mentorship program

The mentorship program will pair at least twenty experienced exporters or sector specialists with MSMEs requiring deeper guidance. Mentors will be onboarded through a formal orientation explaining expectations, reporting mechanisms, and the export-readiness tools that will be used. Each MSME will complete a brief needs assessment at registration, enabling careful matching with a mentor who has relevant sectoral or market expertise. Mentoring will occur online over an eight-to twelve-week cycle, combining one-on-one sessions with group learning clinics. Digital tools such as shared workspaces will allow mentors and mentees to track progress against agreed milestones. Regular check-ins will ensure continuous engagement and timely support.

Task 3.5 Document learnings and update project inputs (Training & Mentorship reporting)

Documentation will begin with systematic collection of data from training sessions and mentoring activities through registration forms, attendance lists, pre- and post-assessments, and structured feedback surveys. A consolidated report will summarise the main insights, sector-level challenges, capacity gaps, and recommended follow-up actions. The report will also highlight lessons emerging from women-led and disability-inclusive MSMEs, ensuring inclusivity remains central to the project design. All findings will be integrated into the project's analytical foundation and submitted to RT4D and AANZFTA committees to inform future cooperation activities and policy discussions.

Output – i) Delivery of In-country trainings (up to 3) for interested parties, ii) Development of Reporting for each in-country training session, iii) Delivery of Mentorship program, and development, submission of Mentorship reporting.

A.4 Activity 4 – Project Reporting

Task 4.1 Develop, submit, and consolidate feedback on the draft Project Progress Report (PPR)

This task involves the preparation and submission of a draft six-monthly Project Progress Report covering the relevant reporting period. The Implementing Consultant will systematically compile information from all project activities, including research outputs, workshop events, public-private dialogues, and private-sector engagement activities. The report will describe progress against the approved Project Design, workplan, outputs, indicators, and timelines, and will document achievements, deviations from the plan, and reasons for any delays or adjustments. The report will also include a summary of risks, mitigation measures applied, and preliminary lessons emerging from implementation.

The draft report will be prepared using RT4D's prescribed template to ensure consistency with AISP reporting standards and comparability across projects, and will be submitted to RT4D within the agreed reporting timeframe. Feedback and inputs from the Ministry of Trade of Indonesia as Project Proponent, the AANZFTA Committee on Trade in Services, RT4D, and the ASEAN Secretariat will then be consolidated in a structured manner to support revision and finalisation of the report.

Task 4.2 Finalisation and approval of the PPR

This task focuses on revising and finalising the Project Progress Report based on consolidated feedback from relevant stakeholders. The Implementing Consultant will address all substantive

comments, clarify outstanding issues, and refine the report to ensure accuracy, completeness, and alignment with RT4D and AISP requirements. Once revised, the final report will be resubmitted through RT4D for formal consideration and endorsement by the AANZFTA Committee on Trade in Services. The approved report will serve as the official record of project progress for the reporting period and will inform ongoing oversight and decision-making.

Task 4.3 Develop, finalisation and approval of a brief project achievement video production

Development of a concise, short Project achievement video, max. of 5-8 minutes duration, showcasing project achievements, development of key project outputs, footages from relevant activities of this project, and expected outcomes of this project. This will involve producing text script and finalisation of the video production. Relevant stakeholders will be consulted for finalisation of this output.

Task 4.4 Develop, submit, and consolidate feedback on the draft Project Completion Report (PCR)

Following the completion of all project activities, the Implementing Consultant will prepare and submit a draft Project Completion Report providing a comprehensive assessment of the project's performance against its objectives, outputs, indicators, and intended outcomes. The report will analyse the extent to which the project has strengthened services competitiveness, built institutional and private-sector capacity, and supported more inclusive participation in services trade under AANZFTA. It will also document implementation challenges, lessons learned, and sustainability considerations, including how project outputs may be used or scaled beyond the project period.

The draft Project Completion Report will be prepared using RT4D's template and submitted to RT4D for coordination of review with the Ministry of Trade of Indonesia as Project Proponent, the AANZFTA Committee on Trade in Services, and the ASEAN Secretariat. Feedback and inputs from these stakeholders will then be consolidated in a structured manner to support revision and finalisation of the report.

Task 4.5 Finalisation and approval of the Project Completion Report

The final task involves revising and finalising the Project Completion Report based on stakeholder feedback and supporting its formal approval process. The Implementing Consultant Implementing Consultant will refine the analysis, strengthen conclusions where required, and ensure that the final report provides a clear and balanced assessment of project achievements and limitations. The completed report will be submitted through RT4D for endorsement by the AANZFTA Committee on Trade in Services and the Economic Cooperation Sub-Committee in the first quarter of 2028. Once approved, the report will serve as the definitive record of project outcomes and will support learning and future economic cooperation activities under AANZFTA.

Output – i) Development, submission, revision and finalisation of project progress and project completion report, ii) Development, submission, revision and finalisation of a brief project achievement video production. (Submitted to RT4D, the Project Proponent, ASEC and the relevant AANZFTA Subsidiary for approval).

B. Activities, Tasks and Timeline

Working closely with the RT4D team, the Consultant is expected to deliver the outlined outputs in line with the work plan and timeline below.

The support from the selected Consultant, will be undertaken over a continuous effective period of 19 calendar months with an estimated **200 person days** of professional services. Actual time will be agreed in negotiation with the selected Consultant. Work will commence immediately after contract signing.

Table 3-1 – Summary Project Work Plan and Timeline

Activity/Task	Responsible Party	Timeline
Activity 1 – Research and Policy Recommendations	Implementing Consultant, in close coordination with MOT as Project Proponent, and RT4D	Jun 2026 – Dec 2026
<ul style="list-style-type: none"> Task 1.1. Analysing the competitiveness of services sectors in each AANZFTA Party 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	June 2026
<ul style="list-style-type: none"> Task 1.2. Benchmarking measures that support the increase of services competitiveness 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	August 2026
<ul style="list-style-type: none"> Task 1.3. Best practices on action plans for services trade or national strategies 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	October 2026
<ul style="list-style-type: none"> Task 1.4. Developing recommendations to enhance services sector competitiveness 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	December 2026
Activity 2 – Strengthening FTA Party Capacity through Evidence-Based Workshops and Dialogues (Online and In-person Regional Workshop along with Public-Private Dialogue (PPD))	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	Jan – June 2027
<ul style="list-style-type: none"> Task 2.1. Prepare workshop & PPD materials and agenda 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	Q1, 2027
<ul style="list-style-type: none"> Task 2.2. Organise and deliver the workshop & PPD 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	Q1, 2027
<ul style="list-style-type: none"> a. Sub-Task 2.2.1. Participant Recruitment & Coordination 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	Q1, 2027
<ul style="list-style-type: none"> b. Sub-Task 2.2.2. Organise and deliver the online and in-person (Hybrid format) workshop 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	Q2, 2027
<ul style="list-style-type: none"> Task 2.3. Document insights and reporting development 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	Q2, 2027

a. Sub-Task 2.3.1. Document insights and update project inputs	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	June 2027
b. Sub-Task 2.3.2. Documentation & Reporting Tasks	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	June 2027
c. Sub-Task 2.3.3. Post-Dialogue Follow-Up & Integration	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	June 2027
Activity 3 – Private Sector Engagement including increasing participation of women in the activities (3 In-country trainings’ sessions)	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	June – Nov 2027
<ul style="list-style-type: none"> Task 3.1. Develop training curriculum and materials 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	June 2027
<ul style="list-style-type: none"> Task 3.2. Participant recruitment and selection¹³ 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	June 2027
<ul style="list-style-type: none"> Task 3.3. Deliver country and sector-specific training sessions (3 in-country training sessions, for interested parties/AMS) 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	Q3, 2027
<ul style="list-style-type: none"> Task 3.4. Establish and run mentorship program 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	Q4, 2027
<ul style="list-style-type: none"> Task 3.5. Document learnings and update project inputs (Training & Mentorship reporting) 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	Oct-Nov 2027
Activity 4 – Develop, submit, and consolidate feedback on the draft Project Progress Report (PPR), and Project Completion Report (PCR)	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	
<ul style="list-style-type: none"> Task 4.1. Develop, submit, and consolidate feedback on the draft Project Progress Report (PPR) 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	Jun 2026/7, Nov 2026

¹³ Please refer to section/tasks 3.3.2 and 3.3.3 in page 22-23 for more details information and guidance.

<ul style="list-style-type: none"> Task 4.2. Finalisation and approval of the Project Progress Report (PPR) 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	Jun 2026/7, Dec 2026
<ul style="list-style-type: none"> Task 4.3. Develop, finalisation and approval of a brief project achievement video production 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	Nov – Dec 2027
<ul style="list-style-type: none"> Task 4.4. Develop, submit, and consolidate feedback on the draft Project Completion Report (PCR) 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	Q4, 2027
<ul style="list-style-type: none"> Task 4.5. Finalisation and approval of the Project Completion Report (PCR) 	<i>Implementing Consultant, in coordination with MOT & RT4D</i>	Q1, 2028

IV. Gender Equality, Disability and Social Inclusion

4.1 GEDSI Dimension of the Project

The objective is to expand participation of MSMEs, women-led enterprises, and persons with disabilities in services trade under AANZFTA. All three core activities—research, workshop, and public–private engagement—explicitly require inclusion of women, MSMEs, and marginalised groups. The project aims to improve equitable access to information, regulatory processes, and market opportunities across Parties.

4.2 GEDSI Dimensions of the Sector

Services sectors across AANZFTA exhibit persistent GEDSI gaps, including unequal access to licensing, limited representation of women in high-value services exports, low digital readiness of MSMEs, and structural barriers faced by entrepreneurs with disabilities. Many support programs remain inaccessible to small firms or women-owned businesses due to resource constraints, information gaps, and complex administrative procedures. This project responds to these issues by generating evidence on participation barriers, identifying measures that enable inclusive competitiveness, and embedding GEDSI considerations into workshop, regulatory benchmarking, and private-sector engagement activities.

4.3 GEDSI Mainstreaming

GEDSI will be integrated through a dual approach that reflects DFAT's requirements: mainstreaming inclusion across all activities while also pursuing transformative change in how women, MSMEs, and persons with disabilities participate in services trade. The mainstreaming dimension ensures that all stages of the project—research, workshop, public–private dialogue, and private-sector engagement—collect and analyse sex-disaggregated and MSME-focused data, apply accessibility standards, and maintain minimum thresholds for women's participation. Workshops and PPD sessions will include inclusive facilitation formats, accessible materials, and equitable representation across speakers, experts, and participants.

The transformative dimension goes further by actively shifting power imbalances and addressing structural barriers that limit the participation of women and under-represented groups in services trade. This includes elevating women-led and disability-inclusive MSMEs as knowledge contributors rather than recipients, designing training and mentoring modules that strengthen their ability to navigate regulatory environments and export markets, and creating space within PPD sessions for them to shape reform priorities directly. The project will identify regulatory and institutional practices that disproportionately burden women and small firms and will embed corrective measures into policy recommendations. Transformative elements will also appear in sector-specific analyses, highlighting opportunities for gender-responsive regulatory reform, improving digital accessibility, strengthening representation in associations, and embedding inclusive governance mechanisms within AANZFTA cooperation processes.

A. How will this project mainstream gender considerations? Describe how the project's content, practitioners, and delivery will reflect RT4D's GEDSI requirements?

The project will ensure that gender considerations are systematically integrated across its content, implementation, and delivery mechanisms, in alignment with RT4D's GEDSI framework. This approach recognizes that women, men, and marginalised groups often experience trade and policy impacts differently, and therefore require inclusive participation and analysis throughout the project cycle. There are several aspects that will show the gender consideration, as follow:

Gender Integration in Project Content

- Each training, consultation, and workshop will include at least one dedicated session addressing gender issues relevant to the technical subject (e.g., gender gaps in digital trade, women-led MSMEs' participation, or care economy implications in services trade).
- All research outputs, policy briefs, and reports will integrate gender analysis and, where applicable, present sex-disaggregated data to capture differentiated impacts.
- Gender will be a cross-cutting analytical lens in the project's evidence generation, influencing recommendations for inclusive policy design and implementation.

Gender Balance Among Practitioners and Speakers

- The project commits to a target of 50% female trainers, facilitators, and panellists in all workshop and policy dialogue events where RT4D has control over speaker selection.
- In cases where co-organizers such as ASEAN Secretariat or FTA Parties manage invitations, the project will advocate for at least 30% female participants and ensure diverse representation, including young professionals and persons with disabilities.
- Selection of consultants and technical experts will prioritize those with experience in GEDSI integration within economic or trade-related projects.

Gender-Responsive Delivery and Outreach

- The project will implement gender-responsive outreach and awareness-raising strategies, using inclusive communication materials and ensuring accessibility for participants with care responsibilities or disabilities (e.g., hybrid sessions, captioning, childcare-friendly schedules).
- Project communications (website content, social media posts, success stories) will highlight women's leadership, role models, and case studies of inclusive practices within the services trade sector.
- All dissemination materials will use gender-sensitive language and imagery to reinforce equality and inclusion.

Monitoring and Reporting on GEDSI Results

- The monitoring framework will include indicators that measure gender participation and outcomes, such as:
 - The equal proportion of women and men participants in project events,
 - The equal proportion of women among trainers and speakers,
 - Number of policy recommendations or outputs integrating gender perspectives.
- Reports and deliverables will include sex-disaggregated data and qualitative insights on gendered impacts, reflecting alignment with RT4D's GEDSI standards.

Institutional and Long-Term Impact

- By embedding gender throughout the project's structure and delivery, the initiative will:
- Strengthen institutional awareness of gender impacts in services trade policy,

- Build capacity among policymakers and negotiators to apply GEDSI principles,
- Foster inclusive participation and representation across stakeholder groups, ensuring women and marginalized voices contribute meaningfully to trade and development outcomes.

Participants with disabilities will be included where relevant organisations are engaged, particularly in private-sector training and mentorship programs that prioritise women in MSMEs with disabilities or those representing intersectional identities. The project will ensure accessible delivery formats, including closed captioning, sign language interpretation where needed, and accessible documents compliant with digital accessibility standards.

B. Who are the targeted participants of the project's activities? What will be the planned proportion of male and female participants? Will there be participants with disabilities and/or other participants representing under-represented and/or under-privileged groups?

The project aims to achieve gender-balanced participation across all activities:

- 50% female speakers, trainers, or facilitators in events where RT4D has control over selection.
- At least 30% female participants in activities where partner institutions (e.g., FTA Parties, ASEC) issue invitations.
- Regular tracking of sex-disaggregated participation data in monitoring and evaluation reports to assess progress toward gender parity.

To ensure inclusivity, the project will:

- Encourage the participation of persons with disabilities, ensuring accessibility in both physical and virtual formats (e.g., sign language interpreters, captioning, barrier-free venues).
- Invite participants from under-represented and under-privileged groups, including youth, rural entrepreneurs, and indigenous business networks.
- Apply inclusive selection criteria and conduct outreach through women's associations, cooperatives, and local networks to broaden participation.

Integrate inclusive communication and facilitation practices to ensure all voices particularly those from marginalized communities are heard and valued.

C. How does this project benefit disadvantaged groups (e.g. people with disabilities, ethnic minorities, MSMEs)? Are any measures needed to ensure that work in this sector, and specific to the subject of the project, "Does No Harm"?

The project directly benefits disadvantaged groups—especially MSMEs, women-led businesses, and persons with disabilities—by expanding their access to information on regulatory requirements, market opportunities, and workshop programs that can increase their participation in services trade. Training and mentorship activities will equip these groups with export-readiness skills, insights into digital trade, and understanding of cross-border service requirements. The project applies a Do No Harm approach by ensuring that content and discussions do not reinforce gender stereotypes, by avoiding exclusionary practices, and by promoting safe, respectful participation in all engagements. All facilitators will be briefed on inclusive facilitation, and event formats will provide safe channels for participants to voice concerns or feedback.

[See Annex C. Do No Harm Technical Process](#)

D. How will the proposed project activities ensure the voices and aspirations of all participants, including those representing woman and other marginalised groups, be heard? What mechanism is provided to solicit input from participants or stakeholders that may not proactively contribute? Please elaborate.

Inclusive facilitation techniques will be applied in workshops and dialogues to ensure all participants—especially women, MSMEs, and disability representatives—can contribute meaningfully. Mechanisms include structured breakout groups, round-robin discussion formats, moderated prompts, and use of anonymous input tools (digital polling, written cards, online platforms) to allow quieter participants to express views. Sessions will incorporate guided questions that explicitly invite gender and inclusion perspectives, ensuring that these issues are not sidelined.

Additionally, the project will establish pre-event consultations with women-focused business associations and MSME groups to capture priorities before formal workshops. During PPD sessions, facilitators will be trained to proactively invite contributions from under-represented groups and balance airtime between government and private-sector speakers. Post-event surveys will include gender- and inclusion-sensitive questions to capture additional insights.

E. How will you ensure the organisation and/or implementation of project activities is inclusive (please refer to the RT4D Guidelines for Inclusive Events and Communications)?

The project will follow the RT4D Guidelines for Inclusive Events and Communications to ensure equitable participation. Workshops and PPD events will be scheduled at accessible venues with step-free access, accessible restrooms, clear signage, and hybrid participation options for those unable to attend in person. Pre-event communication will provide information about accessibility options and invite participants to request accommodations such as sign language interpretation or alternative document formats. All materials will be provided in accessible digital formats (screen-reader compatible files, captioned videos, high-contrast slides, and plain-language summaries).

Hybrid engagement platforms will be selected based on accessibility features such as captioning and compatibility with assistive technologies. Event organisers will ensure gender-balanced seating arrangements, inclusive speaker selection, and diverse representation panels. Communications materials will use gender-neutral language, non-stereotypical imagery, and accessible visual design.

V. Communications, Media and Business Engagement

Table 5-1 – Communicating the Benefit of AANZFTA

Dimension	Description of Project Contribution	Intended Outputs for Public Communication
Clarity of Message	The project provides clear evidence on services competitiveness, regulatory improvements, and inclusive participation benefits under AANZFTA. Findings from research, workshops, and PPD will articulate how AANZFTA obligations translate into practical advantages for businesses, MSMEs, and women-led enterprises.	Inception findings summary; sector competitiveness briefs; PPD highlights report.

Alignment with AANZFTA Objectives	All communication products emphasise how improved regulatory transparency, competitiveness, and MSME inclusion support AANZFTA's commitments under Chapters on Services, Transparency, Economic Cooperation, and MSMEs. Messaging reinforces the link between reforms and greater participation in the regional economy.	Policy recommendations note; regional benchmarking dashboard; explainer materials for Parties.
Stakeholder Awareness & Engagement	Workshops and PPD sessions raise awareness among policymakers and private-sector actors of the benefits of liberalisation, better regulation, and cross-country cooperation. Communication encourages governments to sustain engagement beyond the project through SSDP channels.	Workshop proceedings; facilitation summaries; outreach materials for associations and MSMEs.
Call to Action & Follow-Up	After project completion, Parties receive actionable pathways and reform options, encouraging continued policy dialogue and implementation. Clear follow-up steps allow ministries, associations, and MSMEs to maintain momentum and track benefits over time.	Final PPD report; reform pathway matrix; SSDP-aligned implementation brief.
External Communications	Key messages and non-sensitive outputs can be adapted for broader audiences, such as through press releases, RT4D digital channels, and AANZFTA information campaigns. These highlight how improved services competitiveness benefits households, MSMEs, and national economies.	Press note; social media infographics; short knowledge products for RT4D channels (if approved).

Table 5-2 – Engagement Strategy

Dimension	How the Project Supports Engagement & Feedback from Businesses
Marketing and Branding Opportunities	The project creates opportunities for joint visibility with business associations, MSME networks, and women-led enterprises, especially through PPD sessions and sector-specific trainings. Success stories and sector briefs from high-performing firms can be co-branded and disseminated through RT4D/AANZFTA channels to showcase the benefits of services trade integration.
Collaborative Partnerships	Relationships with associations (such as: tourism, ICT, logistics, professional services, creative economy) will be formalised through co-designed dialogue tracks, validating research findings, and identifying mutual policy priorities. Partnerships may extend to ongoing cooperation under SSDP or AANZFTA committees.
Leveraging Private-Sector Expertise	Businesses, especially exporters and large service providers, will contribute to identifying bottlenecks, validating competitiveness findings, and shaping reform options. ANZ industry experts provide comparative insights on regulatory quality, digital services, and export readiness, strengthening the technical depth of policy design.
Knowledge Transfer	Public-private dialogues, sector briefs, and mentorship programs facilitate two-way knowledge exchange between policymakers and firms. Firms learn about AANZFTA market access requirements and regulatory expectations, while policymakers receive evidence on real-world frictions, compliance difficulty, and unmet support needs.

Capacity Building / Workshop	Women-led MSMEs, disability-inclusive firms, and small service providers receive training on export management, digital trade, regulatory navigation, and market entry strategies. This builds long-term capability to participate in AANZFTA markets and strengthens trust between government and industry.
Strategic Alliances	The project creates foundations for sustained cooperation between ministries, regulators, associations, and firms through structured PPD mechanisms, follow-up consultations, and ongoing engagement under the SSDP. These alliances help institutionalise feedback loops and jointly pursue regulatory reforms and sector development.

VI. Monitoring and Evaluation

(Note: In line with the Project Outcomes identified in Section 2.3 and Project Outputs outlined in Section 3, specify performance indicators to measure the success of the project by answering the questions below. Please ensure that there is at least one indicator per project output and one indicator per project outcome).

A. What performance indicators (and targets for quantitative indicators).

Table 6-1 – Suggested Performance Indicators and Target

#	Suggested Indicator	Indicator Type	Target	Activity	GEDSI Mainstreaming
1	Research report on services competitiveness, benchmarking, and policy recommendations completed and endorsed	Output	1 comprehensive research report completed and endorsed	3.1	No
2	Percentage of policy recommendations integrating MSME, gender, and disability considerations	Outcome	At least 20 percent of recommendations integrate GEDSI elements	3.1	Yes
3	Number of policymakers and stakeholders participating in capacity-building workshops and Public-Private Dialogue (PPD) sessions.	Output	60 policymakers and 40 private sectors trained across AANZFTA Parties (at least 30-40 percent women)	3.2	Yes
4	Percentage of policymakers reporting improved understanding of services competitiveness issues after the workshop	Outcome	60-70 percent of participants report improved knowledge	3.2	No
5	Number of regulatory bottlenecks, policy gaps, and reform options identified and validated through PPD	Output	At least 20 identified bottlenecks and 15 reform options identified	3.2	No
6	Percentage of Workshop & PPD participants reporting meaningful participation and ability to contribute to dialogue outcomes	Outcome	60-75 percent of participants report meaningful engagement, including women and marginalised groups	3.2	Yes

7	Number of MSMEs trained in export readiness, regulatory compliance, and digital trade	Output	Max. 20–30 MSMEs trained across in-country training sessions, with at least 40 percent women and 10 percent disability-inclusive enterprises	3.3	Yes
8	Percentage of MSME participants reporting improved understanding of export readiness and regulatory requirements	Outcome	65 percent of participating MSMEs report improved knowledge and readiness	3.3	No
9	Number of mentorship matches established between experienced exporters and MSMEs	Output	At least 10-15 mentorship matches established and monitored	3.3	Yes
10	Percentage of project events complying with RT4D Inclusive Event Guidelines	Output	Above 80 percent of project events comply with RT4D inclusive standards	Cross-cutting	Yes
11	Number of communication outputs produced to disseminate AANZFTA project results and benefits	Outcome	At least 3 communication outputs produced (research report, workshop/PPD summary report (external report), and video production)	Cross-cutting	No

VII. Program Management and Reporting

Table 7-1 – Program Management and Reporting

<i>AANZFTA Committee on Trade in Services (CTS)</i>	<p>The AANZFTA CTS will have oversight over implementation and approve outputs associated with project activities. This includes:</p> <ul style="list-style-type: none"> • To provide feedback and approval on draft and final versions of key project outputs. • Act as the coordination mechanism to engage each AANZFTA Party to: (i) participate in bilateral consultations in development of the research and policy recommendations, (ii) participate in on-site regional event(s) and (if any) in-country event. • Provide direct oversight and closely monitor status updates of this project.
Services and Investment Division, ASEAN Secretariat	<p>key outputs; facilitate communication between consultants and ASEAN AANZFTA Member Countries. As well as supporting the regional workshop and other related project activities.</p>
<i>Directorate of Trade in Services Negotiation and E-Commerce, Ministry of Trade (MOT), Indonesia</i>	<ul style="list-style-type: none"> • Provide oversight over implementation and closely coordinate with the Implementing Consultant (consultant team), and RT4D on delivery of all activities and all project outputs. • Provide guidance on in-person events preparation, and delivery. • Same role as member of the AANZFTA CTS in approving project outputs associated with project activities.

	<ul style="list-style-type: none"> ● Provide direct oversight and closely monitor status updates of this project.
RT4D Facility	<ul style="list-style-type: none"> ● Overall project management support, including: <ul style="list-style-type: none"> ○ Procurement, contracting, disbursement and finance/budget management according to the RT4D Facility requirements and procedures. ○ Oversight of delivery of both phases, including all listed activities and outputs, as well as any event organisation and logistics. ○ Provide advice on GEDSI, MEL, template requirements, and finalise any publicly released media materials (such as media releases for RT4D website). ○ Liaise and communicate with relevant project Proponents and AANZFTA Parties on project outputs and approvals, as required, through relevant ASEAN Secretariat (ASEC) Desk Officers. <p>Members of the RT4D team, including the including Program delivery Lead, Regional Manager, M&E Manager, GEDSI Manager, and CLV Country Managers will provide inputs to relevant activities and outputs.</p>
External consultants ¹⁴ (Subject Matter Experts, Technical consultants, and Event Organiser).	<ul style="list-style-type: none"> ● Conducting and making sure delivery of all activities for this project work as stated in this project design and relevant TORs to ensure project outputs are successfully completed. ● Provide logistics and event management support, to relevant events for this project.

VIII. Risk Management and Safeguards

Table 8-1 – Risk and Management Strategy

Risk	Likelihood	Impact	Mitigation Plan
1. Limited availability and reliability of services-sector data across AMS, especially LDEs	<i>Medium</i>	High	Develop a harmonised data template; use triangulation (secondary sources + Key Informant Interviews (KIIs) + association inputs); conduct early scoping with LDEs to identify minimum viable datasets.
2. Low participation from key ministries or regulators due to competing national priorities	<i>High</i>	High	Coordinate early with ASEC and focal points; share draft agendas 4–6 weeks in advance; allow hybrid participation; provide clear value propositions for each workshop/PPD.
3. Private sector—especially MSMEs and	<i>Medium</i>	Medium	Set minimum quotas (30% MSMEs, 30% women participants); engage

¹⁴ The RT4D Facility will be responsible for the procurement of the technical consultants and event organisation for effective project implementation.

women-led firms— underrepresented in dialogues and training			associations and chambers early; provide travel support where allowed; simplify registration processes.
4. Sensitivity around regulatory benchmarking (e.g., restrictiveness, reforms) leading to political resistance	<i>High</i>	High	Use neutral STRI-type language (no scoring); anonymise cross-country comparisons where needed; findings will be communicated and discussed in confidence with the relevant parties, and will only be put for public consumption with the relevant parties' endorsement.
5. Fragmented coordination among agencies which will be subjects of the research activity	<i>Medium</i>	High	Establish a cross-ministry technical discussion among AANZFTA Parties.
6. Misalignment between policy recommendations and AMS institutional readiness	<i>Medium</i>	Medium	Develop recommendations with sequencing (short-, medium-, long- term); tailor pathways for LDEs; validate options in PPD before finalisation.
7. PSEAH risks during workshops, regional travel, and mentorship sessions	<i>Low</i>	High	Apply DFAT and Tetra Tech PSEAH standards; ensure facilitators are trained; gender-balanced staffing; accessible reporting channels; safe accommodation allocation.
8. Child Protection risks (low but possible for events in public venues)	<i>Low</i>	Medium	Require all team members to complete Child Protection training; avoid activities involving children; enforce photography consent and safe communication protocols.
9. Accessibility barriers for participants with disabilities	<i>Medium</i>	Medium	Ensure venues and online tools are accessible; provide sign-language interpretation if needed; design materials meeting universal design principles.
10. Logistical challenges for multi-country workshops / hybrid formats	<i>Medium</i>	Medium	Contract experienced event teams; conduct technical tests; prepare backup platforms; pre-register all participants; provide clear instructions.
11. Delayed delivery of inputs from AMS focal points (data, nominations, comments)	<i>Medium</i>	High	Build buffer time into timelines; send reminders through ASEC; escalate to Subsidiary Bodies when needed.

12. Limited uptake of project recommendations after project completion	<i>Medium</i>	Medium	Align outputs with SSDP workstreams; provide implementation pathways; socialise results through CTS, SC-FS; produce concise policy briefs.
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IX. Child Protection¹⁵, PSEAH (Protection¹⁶ from Sexual Exploitation, Abuse and Harassment) and other Policy Considerations

For this specific project, and all other activities undertaken through RT4D, it is expected that anyone involved in the delivery must operate in strict compliance with DFAT’s [Child Protection](#) and [Protection from Sexual Exploitation, Abuse and Harassment \(PSEAH\)](#) Policies. In the design of the consultations and the Regional Workshop, the project will manage risks in line with DFAT Child Protection and PSEAH Policies.

The project should also refer to Tetra Tech’s policy on PSEAH for additional guidance on risk assessment and management. The project should also note that any activities that require personnel to be deployed outside their usual location or country of residence (e.g. consultations and regional workshops) may pose higher PSEAH risks.

While this project does not directly involve children or vulnerable populations, several activities will include stakeholder engagement, workshops, and cross-border collaboration, which may require personnel to travel or interact with diverse participants.

Accordingly, the project will implement the following measures to manage risk and uphold high standards of professional conduct:

Policy Adherence and Risk Mitigation Measures

All personnel, including external consultants, will be required to formally acknowledge and comply with DFAT’s Child Protection and PSEAH policies internal guidance.

- In-person engagements (e.g. workshops, regional consultations) will be co-facilitated by multiple team members to ensure transparency and minimise the risk of inappropriate behaviour.
- Gender balance among facilitators and speakers will be proactively encouraged in all capacity-building and consultation activities.
- Where imagery or communication materials are developed (e.g. any products for public dissemination and consumption), gender sensitivity and cultural appropriateness will be ensured to avoid reinforcing harmful stereotypes.

Feedback and Reporting Mechanisms

- Anonymous reporting channels will be made available during any in-person events and engagements, allowing participants safely raise concerns or report breaches of conduct.
- Clear codes of conduct and behavioural expectations will be included in workshop materials and opening remarks at events.

Inclusive Practices

¹⁵ [Child Protection Policy | Australian Government Department of Foreign Affairs and Trade](#)

¹⁶ In line with the newly released guidance [Protection from sexual exploitation, abuse and harassment | Australian Government Department of Foreign Affairs and Trade](#)

- In line with RT4D's guidelines for inclusive events and communications, project activities will be designed and delivered to ensure safe, respectful, and inclusive environments, particularly for women and marginalised groups.

The overall approach will prioritise preventative action, transparency, and clear accountability, with the RT4D Facility and implementing partners maintaining active oversight throughout all phases of project implementation.

X. Privacy and Confidentiality

Regional Trade for Development Facility (RT4D) is committed to ensuring and maintaining the security and confidentiality of all documents and information produced by its development programs and by its partners and clients. This includes ensuring the security and confidentiality of all information and documents produced by the ASEAN Secretariate and by AANZFTA FJC and their Subsidiary Bodies that are shared with RT4D's AANZFTA Implementation Support Program (AISP). RT4D security and confidentiality measures and protocols are underpinned by Tetra Tech (the managing contractor) systems.

All files/outputs associated with the delivery of outputs set in this TOR will be stored on a secure file-sharing platform (Egnyte). Access to Egnyte is controlled and will only be granted to non-RT4D users on a needs basis and as agreed with ASEC and or Subsidiary Bodies.

All RT4D sub-contractors and consultants will sign a Code of Conduct, a Deed of Confidentiality, and a Conflict-of-Interest Declaration before starting their tenure/assignment. These documents specify acceptable behaviours on confidentiality, handling of sensitive information, and information security. Training on these topics is also provided on regular basis to ensure compliance.

All personnel engaged by RT4D for the delivery of outputs set in this Scope of Services are expected to sign these documents before the implementation of this activity.

XI. Criteria for Issuing Tasking Note

A. Technical Soundness Considerations

Interested individuals and organisations should put forth technical support personnel that can support the RT4D Team in the completion of the project Enhancing Competitiveness and Inclusiveness in Services Trade under AANZFTA

To ensure the above can be effectively managed and completed in alignment with this TOR, it is recommended that organisations/consultants have:

- Skilled and experienced expert/team of Experts with the technical expertise, bandwidth, and capabilities to support the RT4D Facility to deliver all outputs in alignment with the remit and timelines set within this Scope of Services.
- Demonstrable technical and subject matter expertise in the field of analysing services sector competitiveness, benchmarking support measures, policy development, capacity building, public-private dialogue, and inclusive private sector engagement, especially women-led MSMEs in key export services.
- Demonstrable experience in delivery of key project outputs and incorporate the needs, priorities and concerns of diverse government stakeholders and private sectors (i.e. stakeholders representing countries with different priorities and capacity constraints and agencies with different mandates and priorities).

- Demonstrable experience designing, facilitating and delivering online and on-site consultations and workshops that effectively engage a diverse government audience.
- Experience working and engaging ASEAN government, the ASEAN Secretariat, Australian and/or New Zealand officials is a distinct advantage. The consultant must be comfortable with ASEAN stakeholders and following ways of working (or comparable governance arrangements).
- Proven excellent report drafting experience, with ability to incorporate comprehensive feedback at multiple stages.
- Strong understanding of and ability to operationalise the Monitoring & Evaluation, GEDSI, Communications and Program Management considerations outlined in the above sections of this ToR.

B. Value for Money Considerations

Proposals to deliver this project should adhere to DFAT’s Value for Money Principles, outlined below.

Achieving value for money is a critical consideration for the achievement of DFAT’s strategic objectives. It is a requirement under the Public Governance, Performance and Accountability Act (2013) and the Commonwealth Procurement Rules. Building on these requirements DFAT has developed eight Value for Money Principles to guide decision making and maximise the impact of its investments. DFAT’s [website](#) includes a detailed description of VfM indicators (outlined in the table below). We expect all our delivery partners to give effect to these principles and value for money performance is measured in DFAT’s Aid Performance Framework.

Economy	Efficiency	Effectiveness	Ethics
1. Cost consciousness 2. Encouraging competition	3. Evidence based decision making 4. Proportionality	5. Performance and Risk Management 6. Results Focus 7. Experimentation and innovation	8. Accountability and transparency

Bidders should note that the RT4D Facility refers to DFAT’s [Aid Adviser Remuneration Framework](#) to estimate the cost of contracting international advisers for the delivery of projects and activities.

XII. Annexes

Annex A - Response from Tenderers and Evaluation Criteria

Interested bidders should submit a Technical and Financial proposals that respond to the selection criteria outlined in the table below. As part of their Technical Proposal submission, organisation bidders should also provide their information as outlined in Annex B.

If a bidder finds any discrepancy, error or omission in the ToR or wishes to make any enquiry concerning the ToR, the bidder is to notify AISP@regionaltrade4dev.org in writing by the last queries date indicated in the ToR summary. All answers to any such notices or questions will be provided to all registered tenderers in the form of addenda.

Component
Part A – Response to Technical Component

A.1 Approach and Methodology - Outline approach to completing the stated scope of services. The approach should include:

- A brief discussion indicating your understanding of project requirements.
- A description of the methodological approach to achieving the project objectives and completing project outputs. This may include an analysis of key issues, analytical strategies that will underlie the approach, specific tools or techniques that will be employed, and practical discussion of methodological limitations.

A.2 Project Plan and Risk Management – Please provide the following:

- A project plan that specifies outputs, tasks and timelines in line with section III of the ToR.
- Identify your approach to mitigating the project risks outlined in Section VIII of this ToR.
- Indicate how the project will be monitored and reported in line with section VII of this ToR to ensure it is delivered in terms of quality, timeliness and cost.
- Indicate the level of support that will be required from the RT4D Facility to complete the project.

A.3 Capabilities and Experience – Please specify the following:

- (if bidder is a firm) outline general organisational capability that is likely to affect performance of project in line with ToR requirements (e.g. size of the organisation, in-house expertise, strength of project management support, networks, etc.).
- Describe past experience in undertaking similar work and provide brief summaries of relevant projects undertaken.
- Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors.

A.4 Project Team and Resourcing – Describe approach to staffing including details of all proposed experts and their role in the delivery of the required services. This should include:

- Key members of the project team, including their CVs, and demonstrate their skills and expertise essential to the delivery of this project.
- Roles, responsibilities, and level of participation of the project team members.
- An uncosted resource plan proposing the number of person days you expect each team member to undertake in delivering this project.

Part B – Response to Technical Component

Complete a Financial Proposal for the delivery of the scope of services in alignment with RT4D Value for Money Principles. The Financial Proposal should specify all direct and indirect costs for undertaking the project, including:

- Professional services fees for completing all deliverables in accordance with the uncosted resource plan.
- Management and/or operational fees (if any), which include all costs incurred by the person/entity/company for internal coordination, communication, travels and any other associated project management cost.
- Applicable taxes such as VAT, GST, PPN.

Annex B - Bidder Information

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

Name of Assignment	
Tenderer's Organisation or Person	

Address	
Contact Person and Title/Position	
E-Mail	
Telephone / Mobile Phone	
Business Name Registration (if applicable)	
Tax Registration Number (if applicable)	
Indicative number of years involved in similar business/work	
Date	

Annex C - Do No Harm Technical Process

Do no harm in training women for export means designing and delivering export-readiness support so it never increases women's risk of violence, exploitation, discrimination, or economic stress, and instead strengthens their safety, agency, and control over benefits.

Core principles

- Centre women's rights, agency and informed consent in all program decisions, including participation, data use, travel, and public visibility (media, pitch events, directories, trade missions).
- Anticipate unintended consequences (e.g. GBV backlash, family conflict, over-indebtedness, overwork) and redesign activities to prevent or mitigate these risks.
- Integrate safeguarding and PSEAH (Prevention of Sexual Exploitation, Abuse and Harassment) requirements into all partners, consultants and events, with clear codes of conduct and reporting options.

Gender and power analysis before training

- Conduct a light gender, GBV and power analysis specific to women entrepreneurs in export (mobility, childcare, decision-making over assets, control over income, digital risks, gatekeepers such as husbands or in-laws).
- Map "connectors and dividers": what supports women's agency (women's groups, cooperatives, chambers, safe online communities) and what could create tension (male-dominated trader networks, norms about women travelling alone, night work in logistics).
- Use this analysis to choose safer sectors, markets, delivery formats (e.g. locally based or online coaching instead of frequent late-night travel) and eligibility criteria that do not unintentionally exclude the most vulnerable.

Safe training design and facilitation

- Ensure inclusive, trauma-sensitive facilitation: avoid blaming or stereotyping, create ground rules, and provide options for women to step out if content triggers distress.
- Use examples, images, and case studies that do not reinforce gender stereotypes and that reflect diverse women (age, disability, rural/urban, minority groups).
- Design schedules, venues and logistics with safety in mind: daylight hours where possible, safe transport, secure venues, and consideration of care responsibilities.

Economic and business risk safeguards

- Couple export skills with financial literacy and risk management (contracts, currency risk, buyer due diligence, IP, scam avoidance) so women are not pushed into unsafe deals or over-indebtedness.
- Encourage staged export entry (e.g. small trial orders, shared containers, consortia) rather than sudden scale-up that can increase financial and workload stress.

- Promote collective or network-based approaches (cooperatives, women's export networks) to improve bargaining power and reduce isolation when dealing with buyers, freight forwarders, and intermediaries.

Safeguarding, PSEAH and complaints

- Embed organisational safeguarding and PSEAH policies covering all staff, trainers, mentors, interpreters and partners; ensure they are communicated in accessible language and formats.
- Establish safe, confidential reporting channels for sexual exploitation, abuse, harassment, bullying and other misconduct related to the training, mentoring, trade fairs or business missions; clarify what happens after a report.
- Coordinate with local GBV and legal services and refer participants to support where needed, rather than trying to manage cases alone.

Monitoring and managing backlash

- Include "do no harm" indicators in MEL: track any reported backlash, increased conflict, safety concerns, financial stress or drop-outs linked to family or community resistance.
- Regularly ask women, in safe spaces, whether participation is creating any new risks and what adaptations they need (e.g. involving spouses in some sessions, changing timing, anonymising success stories).
- Be prepared to pause, modify or cancel specific activities (e.g. high-profile media, night networking events, travel to certain locations) if risk assessments show heightened danger.

Annex D – Internationally Recognised Analytical Tools for Services Sector Competitiveness Assessment

A wide range of internationally recognised analytical tools has been developed by multilateral institutions to assess services sector competitiveness, measure regulatory restrictiveness, and support evidence-based policy reform. For the purposes of this project, these tools may be used in a complementary manner to analyse services trade outcome, identify regulatory and market constraints, benchmark reform progress, and inform policy options under AANZFTA. Rather than relying on a single index, the approach may triangulates findings across multiple diagnostics, ensuring robustness, cross-country comparability, and policy relevance. Seven tools are of direct or critical relevance for ASEAN services integration and AANZFTA implementation, while others provide complementary insights for specific analytical needs.

Table 1. Core Analytical Tools for Activity 1

Tool	Institutional Owner	Primary Analytical Focus	Relevance for AANZFTA	Link or Portal
Services Trade Restrictiveness Index	OECD	Quantifies regulatory barriers across 22 services sectors and five policy areas	Direct and critical for identifying liberalisation priorities and monitoring services reform	https://www.oecd.org/en/topics/policy-sub-issues/services-trade-restrictiveness-index.html
Services Trade Restrictions Index and Services Trade Policy Database	World Bank and WTO	Mode-of-supply based assessment of applied policies versus commitments, based on the Services Trade Policy Database	Direct relevance for assessing commitment depth under AANZFTA and ATISA	Methodology portal https://itip-services-worldbank.wto.org and methodology document https://itip-services-worldbank.wto.org/docs/WB-WTO%20STR1%20Methodology.pdf
Digital Services Trade Restrictiveness Index	OECD	Cross-cutting digital trade barriers affecting digitally enabled services	Critical for digital services and DEFA-related analysis	Indicator portal https://goingdigital.oecd.org/en/indicator/73 and report https://www.oecd.org/content/dam/oecd/en/publications/reports/2019/01/the-oecd-digital-services-trade-restrictiveness-index_d2b84368/16ed2d78-en.pdf

Services Trade Competitiveness Diagnostic Dashboard	World Bank and WTO	Integrated assessment of services performance, trade, policy, and complementary factors	High relevance for country diagnostics and comparative benchmarking	Dashboard portal https://competitiveness-dashboard.ts4d-worldbank.wto.org and overview https://competitiveness-dashboard.ts4d-worldbank.wto.org/docs/TS4D_Dashboard_Overview.pdf
Trade Competitiveness Diagnostic Toolkit	World Bank	Comprehensive competitiveness diagnostics including firm-level constraints	High relevance for linking policy barriers to MSME performance	Portal https://documents.worldbank.org/en/publication/documents-reports/documentdetail/519491468152381674/trade-competitiveness-diagnostic-toolkit
Logistics Performance Index	World Bank	Quality of logistics, transport, and trade facilitation services	Critical for transport, logistics, and connectivity services	Portal https://lpi.worldbank.org
Trade Policy Review Mechanism	WTO	Qualitative peer review of trade and services policies	Moderate relevance as contextual and transparency tool	https://www.wto.org/english/tratop_e/tpr_e/tpr_e.htm

The Services Trade Restrictiveness Indices form the backbone of the regulatory analysis. The OECD STRI provides annually updated, sector-specific and cross-country comparable measures of regulatory restrictiveness across 51 economies, including eight ASEAN Member States. It allows decomposition of barriers by policy area and sector, enabling identification of binding constraints and reform priorities aligned with AANZFTA objectives. The World Bank–WTO STRI complements this by organising restrictions by mode of supply, allowing direct comparison between applied regimes and scheduled commitments under GATS, ATISA, and AANZFTA.

Digital services competitiveness is analysed through the OECD Digital STRI and complementary digital diagnostics. These tools capture cross-cutting restrictions related to data localisation, electronic transactions, payment systems, and platform regulation, which are increasingly central to ASEAN services trade and implementation of regional digital economy initiatives. Where necessary, the ECIPE Digital Trade Restrictiveness Index and the World Bank Digital Trade

Regulatory Readiness database are used as supplementary references to provide additional granularity or legal context.

Comprehensive diagnostic frameworks provide the broader competitiveness context. The Services Trade Competitiveness Diagnostic Dashboard integrates services sector fundamentals, trade performance, policy benchmarks, and complementary factors such as skills and infrastructure, enabling structural, regional, and aspirational benchmarking. The Trade Competitiveness Diagnostic Toolkit complements this by linking policy-level constraints to firm-level outcomes, particularly relevant for MSMEs and women-led enterprises.

Trade facilitation and logistics services are assessed using the Logistics Performance Index, which measures customs efficiency, infrastructure quality, logistics competence, and timeliness. Given the centrality of transport and logistics services to regional trade and connectivity, LPI results provide critical input for identifying service quality gaps that constrain both goods-related and standalone services trade under AANZFTA.

Finally, peer review and transparency mechanisms such as the WTO Trade Policy Review Mechanism are used selectively to contextualise quantitative findings and understand recent policy developments. While not designed as a competitiveness index, these reviews provide authoritative qualitative insights that complement index-based diagnostics.