

Annex 5 - Strategic Stakeholder Engagement Specifications

1. Objective

The first phase of EU Support to Higher Education in the ASEAN Region (EU SHARE) project comes to an end on 4 October 2019, we are looking for research which provides an analysis of the projects approach to strategic engagement, the outcome of this analysis should identify what has worked well and what has not and provide recommendations to the project on how to strengthen strategic engagement. This will inform the projects approach to stakeholder management and provide insights as to how strategic stakeholders relate to each other, which will be critical for a second phase of the EU SHARE project supporting the sustainability of the project action.

2. Background

The EU SHARE project is a 57 months project with an overall objective of contributing to the regional cooperation, enhancing the quality, regional competitiveness and internationalisation of ASEAN Higher Education Institutions (HEIs) contributing to an ASEAN Community in 2015 and beyond.

The project has two specific objectives:

- I. to enhance the harmonisation of ASEAN higher education (HE) area through the formulation of ASEAN higher education frameworks taking into account the EU experience
- II. to support mutual recognition and student mobility among HEIs in ASEAN to strengthen people-to-people connectivity

The **expected results** are:

1. Policy dialogues on enhancement of strategic issues in harmonisation of ASEAN higher education, including all relevant stakeholders;
2. ASEAN Qualification Reference Framework and ASEAN Regional Quality Assurance further developed through our work, to be adopted by ASEAN stakeholders
 - a. ASEAN Qualification Reference Framework
 - b. ASEAN Quality Assurance
3. ASEAN Credit Transfer System (ACTS) and ASEAN-EU Credit Transfer System (AECTS) further developed and tested through mobility with scholarships and adopted/adapted for use within an ASEAN based institution.
 - a. ASEAN credit transfer system (ACTS)
 - b. ASEAN –European Union Credit Transfer System (AECTS)
 - c. ACTS and AECTS Student Mobility with scholarships integrated within ASEAN Education approaches

3. Issues to be explored

Key Research questions

- What has been the strategy of engagement? What has been the quality of engagement? What has worked well and what has not?
- Analysis of the stakeholders affected by the project? How many of these stakeholders has the project impacted? Were these the right stakeholders? Are there any stakeholders missing? Analysis of how stakeholders perceive the project? How have stakeholders been engaging with the project? How do stakeholders perceive the project and how can they

leverage the project in realising their own objectives and achieving their results? What has been the agenda of the various stakeholders and how has the project has been able to contribute to these agenda's accordingly?

- Specific stakeholder enquires to explore:
 - How effective has engagement been at regional (ASEAN and regional bodies), national (ASEAN Member States, ministries of education, other relevant ministries and national bodies) and university level (Rector's Conferences etc.)?
 - Who are the key regional, national and university level stakeholders who are able to support the project's sustainability mapped by each ASEAN Member State?
 - How do regional, national and university priorities relate and differ?
 - How can the project increase stakeholder "voices", specifically(1) how can student voice be used to support mobility and (2) are there opportunities within industry/corporate sector to support high level mobility objectives (of the project)?
- Political Context Analysis. What are the decision-making processes (at regional, national and institutional level) which affect the project, particularly to ensure its sustainability, what are the appropriate project interventions?

Various levels: *(These levels should be aligned in the policy making and implementation process of HE harmonization but also the different actors and stakeholders and their roles and responsibilities).*

- (1) Regional level: ASEAN and international organisations and relevant regional stakeholder organisations (including AUN, AQAN, SEAMEO RIHED)
 - (2) National level: national membership states and national organizations and relevant national stakeholders (national Rector's Conferences etc.)
 - (3) University (institutional) level
- What advocacy and influencing role should the project develop?
 - Based on the analytical framework for strategic stakeholder engagement, what strategies and approaches are recommended for the project? What measures need to be put in place to better monitor stakeholder impact of future interventions. How can the project's Monitoring and Evaluation (M&E) and Communications be supported and informed by a strategic stakeholder engagement approach?

Suggested features of strategic engagement with respect to the Project

- ❖ Reaching out to the highest levels of decision-making in ASEAN
- ❖ Engaging effectively with ASEAN decision-making process
- ❖ Engage effectively with ASEAN secretariat
- ❖ Developing a targeted approach to engaging ASEAN Member States
- ❖ Identifying and building leverage points in ASEAN
 - Voice of ASEAN students (including ASEAN alumni associations)
 - Voice of corporate (industry) ASEAN sector
 - Voice of senior ASEAN public figures or statesman/ women
- ❖ Seek more support from the EU/ EU delegations in ASEAN and EU member states
- ❖ Engaging effectively with donor and key beneficiaries

4. Methodological Aspects

- Desk Research:
 - Review existing stakeholder engagement map of the project
 - Analyse project data on stakeholder perceptions and qualitative/quantitative data collected
- Develop research methodology to undertake the strategic stakeholder engagement analyses e.g. set of questions for semi-structured interviews with project staff and any selected project stakeholders.
- Create a Terms of Reference for a Strategic Stakeholder Engagement approach for Phase 2 of the Project (or for ASEAN) which can be used to develop a strategic stakeholder management plan.
- Create a summary profile of strategic engagement at regional (ASEAN), national (ASEAN Member States) and university level of each of the ASEAN Member States with respect to the project outcomes.
- Conduct an analysis of key stakeholders who are critical to the sustainability of the project outcomes and provide recommendations of the Project strategy and approach.

5. Reporting and Feedback

The supplier is expected to report to the Team Leader of the project.

6. Skills and Expertise Required

We are seeking an experienced supplier who has a proven track-record of strategic stakeholder engagement as well as having an ASEAN perspective within Higher Education. Strategic stakeholder engagement track-record is required in terms of expertise and experience related to the policy/ political aspects and processes as well as from a (technical) HE ASEAN perspective.

7. Outputs (suggestions)

- Building a Political Context Analysis (PCA) including an overview of the key decision-making processes at regional, national and university level
- Map of stakeholders and their relationship to the project and each other and in relation to the creation of an ASEAN Higher Education Area (AHEA)
- Deep analysis (of clusters) of strategic stakeholders essential to drive the sustainability of the project action (according to the various project objectives)
- Recommendations for future strategic stakeholder engagement (strategy, approach, activities)
- Communications and M&E approach based on the strategic engagement strategy and approach
- A workshop with EU SHARE project partner organisations to disseminate key findings, provide feedback and build a common strategy and approach between partners on strategic stakeholder engagement approach including:
 - Account management of stakeholders
 - Process for regularly sharing networks of stakeholders
 - Analysis key annual dates for strategic engagement
 - Etc.

8. Timeline

August 2019	<ul style="list-style-type: none">❖ Inception meeting❖ Desk Research❖ Surveys/Semi-structured interviews (if required)
September 2019	<ul style="list-style-type: none">❖ Dissemination workshop with British Council and EU SHARE Partners (towards the end of September to tie in with other design planning activities)