

Measuring AEC Performance




































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7 August 2025

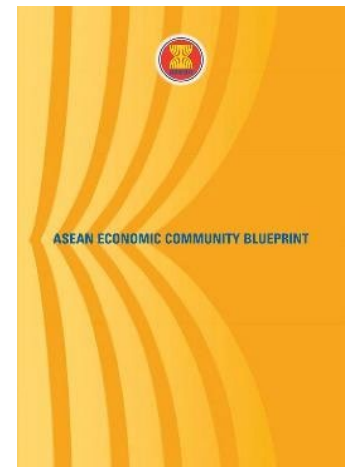
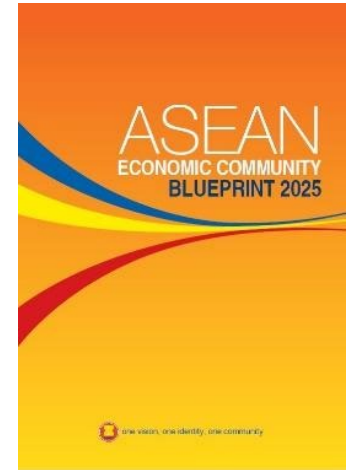
Measuring AEC Performance – Outline

- AEC 2025: Our Goals and How We are Working Towards Them
- Monitoring Progress and Performance Towards AEC 2025
- Analysis and Monitoring Function of ASEC
- Case Studies: AEC Monitoring Country Visits and MTR of AEC Blueprint 2025
- Rethinking Monitoring and Evaluation for the AEC
- M&E in AEC 2026-2030

AEC 2025: Our Goals and How We are Working Towards Them

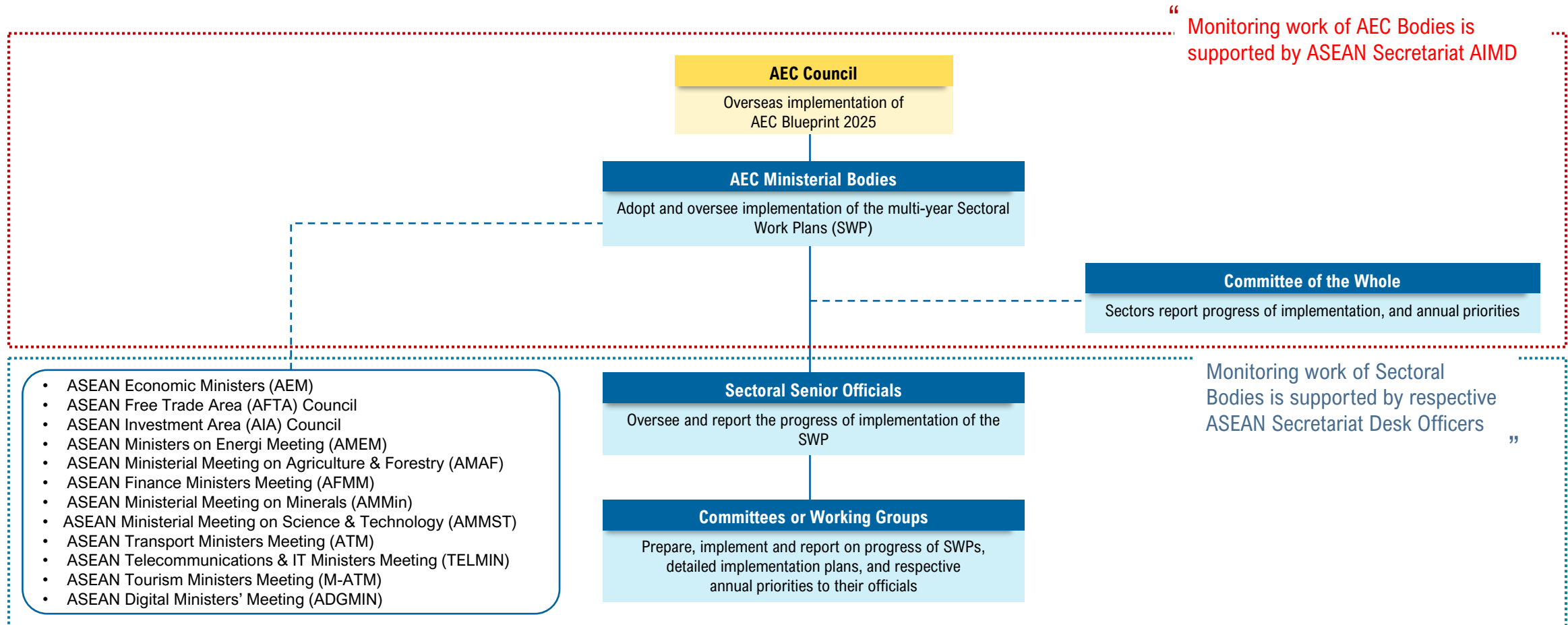
AEC Blueprint 2025

Highly Integrated & Cohesive Economy	Competitive, Innovative, & Dynamic ASEAN	Enhanced Connectivity & Sectoral Cooperation	Resilient, Inclusive, People-Oriented & People-Centered ASEAN	Global ASEAN
 Trade in Goods  Trade in Services  Investment Environment  Financial integration, financial inclusion, and financial stability  Facilitating movement of skilled labour & business visitors  Enhancing participation in GVCs	 Effective Competition Policy  Consumer Protection  Strengthening IPR Cooperation  Productivity-Driven Growth, Innovation, R&D, Technology Commercialisation  Taxation  Good Governance  Effective, Efficient, Coherent, and Responsive Regulations, and GRP  Sustainable Economic Development  Global Megatrends and Emerging Trade-related Issues	 Transport  ICT  E-Commerce  Energy  Food, Agriculture, and Forestry  Tourism  Healthcare  Minerals  Science & Technology	 Strengthening the Role of MSMEs  Strengthening the Role of the Private Sector  Public-Private Partnership  Narrowing the Development Gap  Contribution of Stakeholders on Regional Integration Efforts	 Develop a more strategic & coherent approach towards external economic relations  Continue to review & improve ASEAN FTAs & CEPAs  Enhance economic partnership with non-FTA DPs  Engage regional & global partners to explore strategic engagement  Continue supporting multilateral trading  Continue to promote engagement with global & regional institutions



How does the AEC work?

How it works in practice, in ASEAN and within ASEAN Secretariat



Monitoring Progress & Performance Towards AEC 2025 (1 of 4)

Key AEC 2025 M&E Mechanisms

01

AEC Council

The main body accountable (monitor, enforce) for strategic measures implementation in AEC BP 2025.

02

Did not happen

Mandate to establish task force to facilitate resolution of non-compliance.

03

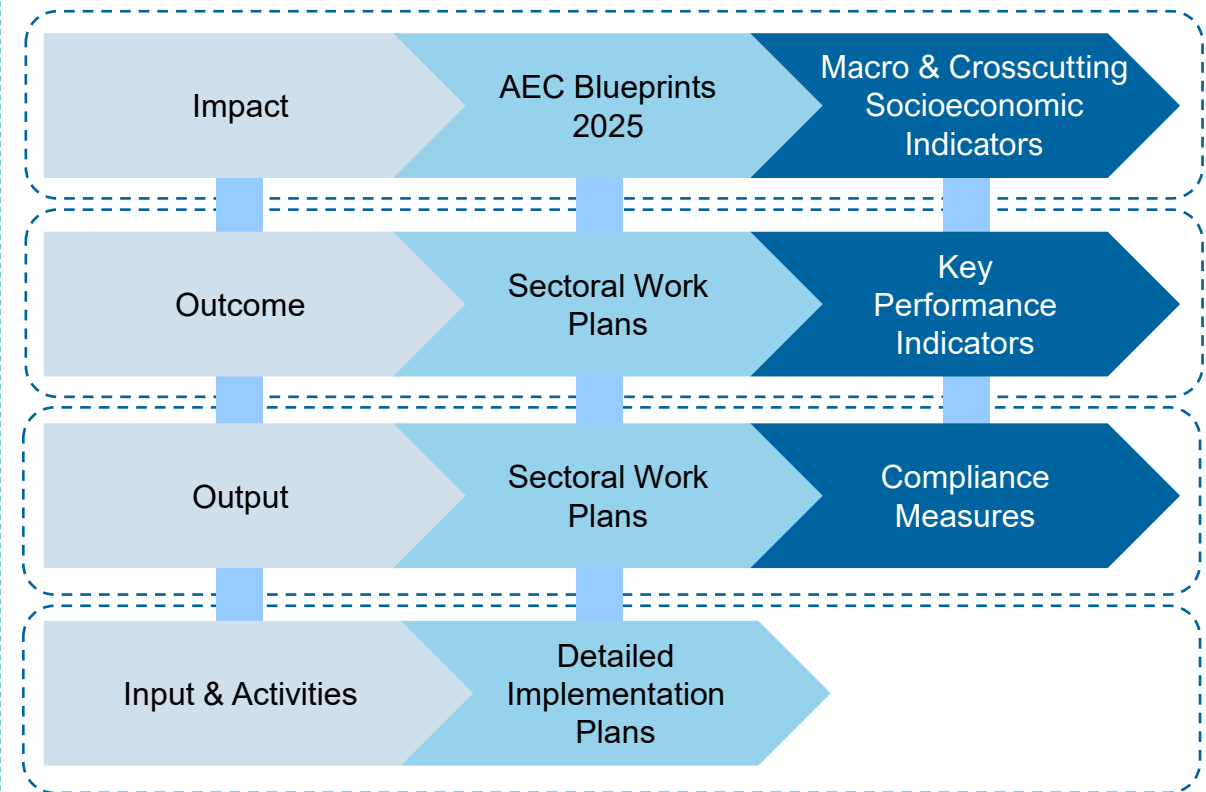
Sectoral bodies for work plans, national agencies for country-level implementation.

04

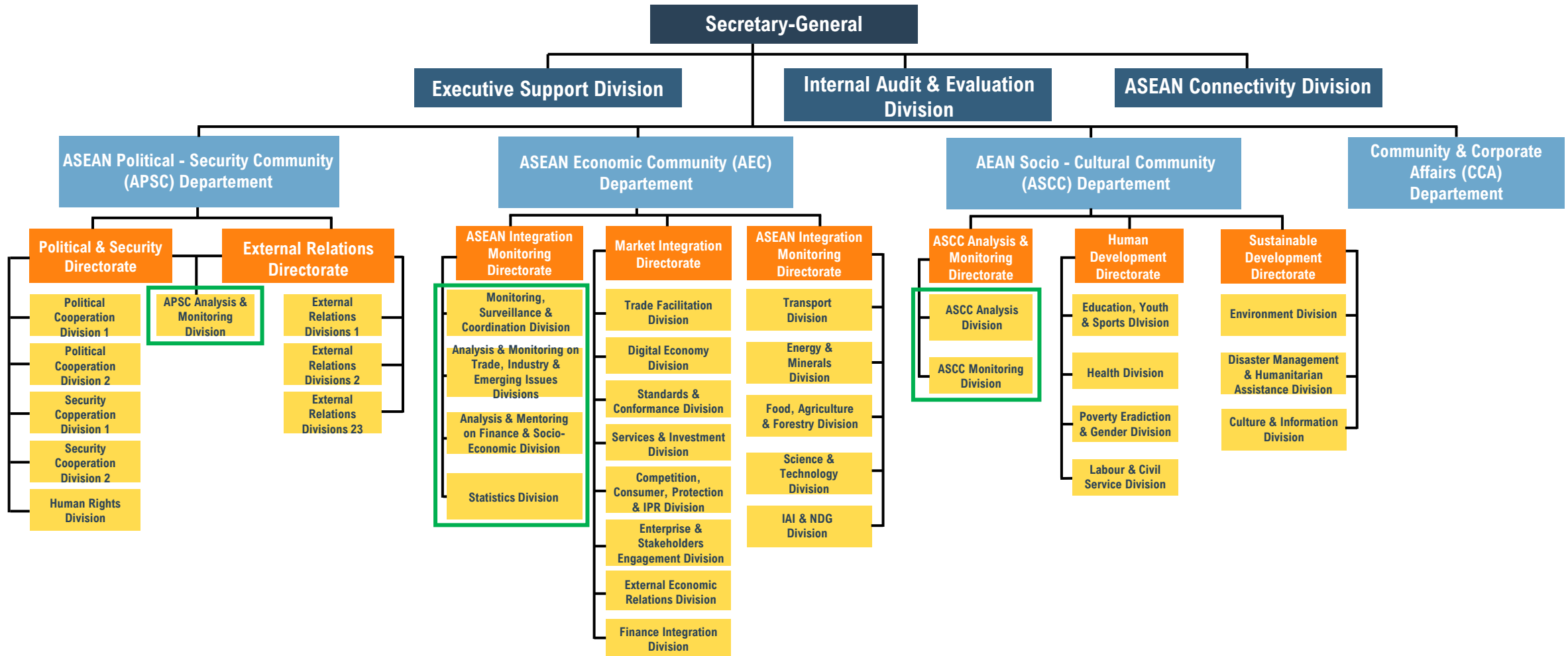
In reality

Weak links in ToC, sectoral variation (coordination, timing), truncated M&E, regional – national coordination.

Different Levels of AEC 2024 M&E



Analysis and Monitoring Function in ASEAN Secretariat



Analysis and Monitoring Function of ASEC: AEC

2008

The Macroeconomics and Finance Surveillance Office (MFSO) was agreed upon.

2010

MFSO started operation
MFSO TOR revised to focus on economic and financial integration, and AEC 2015.

2011

MFSO was renamed ASEAN Integration Monitoring Office (AIMO).

2016

ASEC restructuring to support ASEAN Community 2025. AIMO officiated as AIMD, 1 of 3 under AECD.

The AIMD is mandated to:

Spearhead the implementation of regional surveillance and economic integration monitoring in ASEAN

Provide high level policy and technical advice and recommendations to support ASEAN economic integration initiatives

Shape economic research and policy analysis programmes of ASEAN Secretariat

Ensure effective information dissemination, communication and reporting on ASEAN economic integration

Provide in-house capacity development for economic integration monitoring, analysis and research.

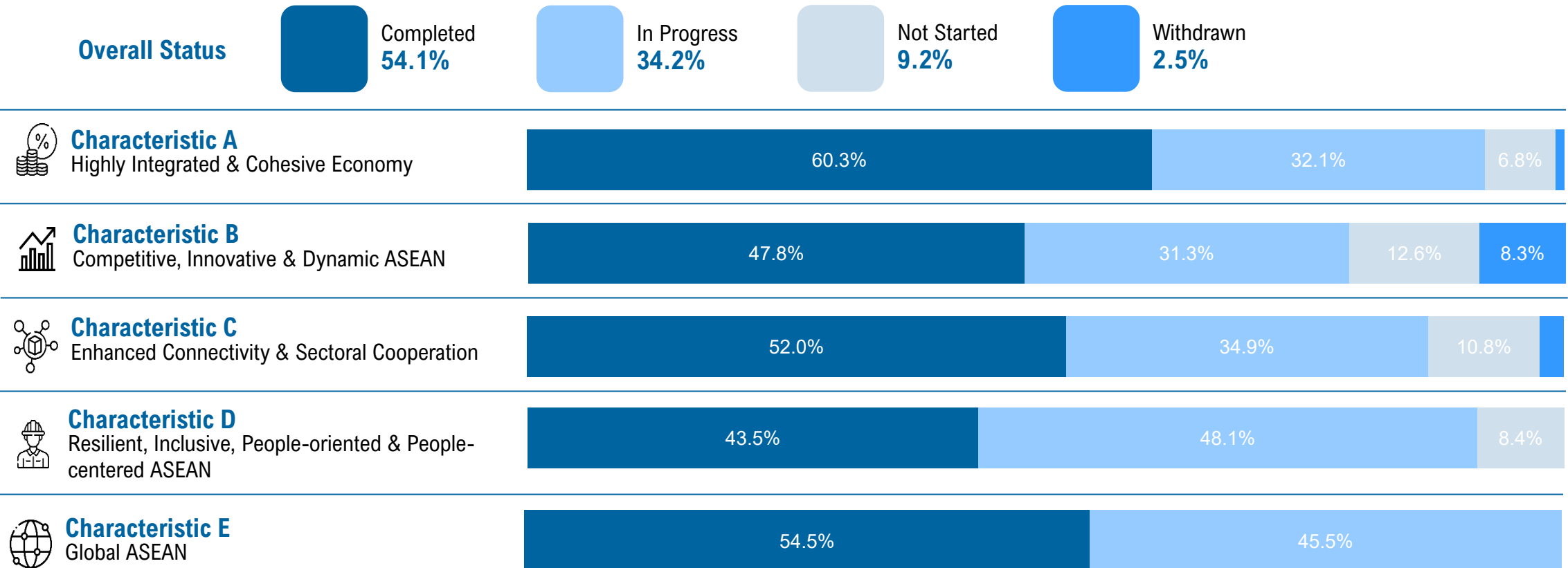
Monitoring Progress & Performance Towards AEC 2025 (4 of 4)

Level	Tools/Indicators	In Practice/Notes
Compliance monitoring ("what")	<ul style="list-style-type: none">• Annual priorities, bottom up by sectoral bodies, e.g. adopt CE framework for AEC.• Drawn from work plans, output-specific• Compiled and reported on quarterly basis.• ASEC sectoral desks to AIMD. AIMD to SEOM/AECC.	<ul style="list-style-type: none">+ More straight forward, easier to operate, provide continuity, improved from binary approach.- Risk of myopia – at times weak link to outcomes, truncated – often stops at initiative launch/adoption.
Outcomes monitoring ("how")	<ul style="list-style-type: none">• Initiatives/actions to be mapped to strategic measures/outcomes.• Often qualitative than quantitative.• Key to articulate why AEC matters.	<ul style="list-style-type: none">+ Give meaning to AEC initiatives.- Weakest link ToC, to i) articulate how initiatives contribute to outcomes & ii) ensure and measure initiatives are followed up
Impact evaluation ("why")	<ul style="list-style-type: none">• Socio economic quantitative macro indicators showing long term trends. Comprehensive reports e.g. ASEAN Integration Reports• Statistics, business and public surveys, FGDs. Third party assessments.	<ul style="list-style-type: none">+ Allows for comparability, demonstrate impact/relevance/- Problem of attribution, regional-national disconnect, representation of respondents

Monitoring Progress & Performance Towards AEC 2025 (3 of 4)

Illustration. As of end 2020 (MTR) out of 1,700 action lines.

A more updated/aggregated figure as of 2022 showed out of 2,408 action lines: 1,300 completed (54.0%), 905 in progress (37.6%), 203 for implementation in 2023-2025 (8.4%).



Case Study: Country Visits

Part of the AEC 2025 M&E Framework, AIMD conducted country visits to gain insights on country-level mechanisms and challenges to implementation of AEC commitments

How?	Main challenges
<ul style="list-style-type: none">• AIMD conduct M&E visits to ASEAN Member States.• The plan was to visit 2 AMS per year.	<ul style="list-style-type: none">• Resource constraints: impossible to visit all 10 AMS regularly; or even 2 AMS every year.• Capacity constraint – technical knowledge AIMD
<ul style="list-style-type: none">• The visits offer valuable opportunity to follow up on some key commitments and to interface with agencies/stakeholders.	<ul style="list-style-type: none">• Political willingness: Finding willing AMS was a challenge.• Practical concerns: scheduling etc.
<ul style="list-style-type: none">• Visits are facilitated by AMS and vary country to country.• Reports are drawn after the visits, but finalization to be agreed with the relevant AMS.	<ul style="list-style-type: none">• Different perception of what country visits should do.• How to prioritise sectors or to align with national agenda.
<ul style="list-style-type: none">• The finalised reports shared with other AMS.	<ul style="list-style-type: none">• Lack of clarity of follow-up after country visits

Case Study: Mid Term Review of AEC Blueprint 2025

First official public review of implementation of the AEC Blueprint since the 2008-2009 Scorecard

Achievements	Lessons learned
<ul style="list-style-type: none">• First Mid-Term Review of AEC Blueprint 2025 and with at least a public version available, giving life to AEC 2025 M&E Framework.	<ul style="list-style-type: none">• Stakeholders want to know more about AEC. Not enough information out there. Objective assessment is appreciated (not defensive).
<ul style="list-style-type: none">• Take account of inputs from stakeholders including academia and the business sector.	<ul style="list-style-type: none">• Improvement in stakeholder engagement, credibility.• Need to be institutionalized, ensure meaningful engagement.
<ul style="list-style-type: none">• Largely done in-house by AIMD, support was more for a consultant and publication.• Similar exercise by <u>APSC</u> and <u>ASCC</u>.	<ul style="list-style-type: none">• Proof of ASEC internal capacity, openness of officials. But is this being continued?• Coordination of AMD across pillars can be improved.
<ul style="list-style-type: none">• For AMS: introduces a culture of transparency, of information sharing in an objective manner.• For stakeholders: creates expectation for continuity	<ul style="list-style-type: none">• Other ASEAN products complement such a review e.g., ASEAN Integration Report (2015, 2019), ASEAN Economic Integration Briefs (6 monthly)

Rethinking Monitoring and Evaluation for the AEC

Purpose

- **Clear on the purpose:** Balance between informing stakeholders and the public on AEC progress and activities (the “selling” part) or providing internal update on performance and potential challenges (the “oversight” and “problem identification” part) .
- **Outward facing** focus on soliciting feedback/input and sharing information – but also open to feedback.
- **Inward facing** must be effective to identifying gaps and weaknesses.
- Implementation of key instruments, whether legally binding, should be **monitored beyond adoption**. SB level, approach may vary by instruments. Lessons from APEC. **Implementation needs political attention**.
- Link M&E back to **decision-making and implementation** at applicable Level; sectoral, national.

Periodical & Consistency

- Regular M&E is important. periodic reporting need to be continued and shared to all relevant sectoral bodies. Regional monitoring cascaded and complemented by national agencies. Sharing among national secretariats?
- Consistency in public communication and engagement. Comprehensive reports + MTR + ETR (public version must go beyond the surface).

Partnership

- Third party / independent studies in key areas to complement but not substitute M&E.
- Trends monitoring and fore-sighting, stakeholder engagement facilitation and feedback gathering. But aware of survey-fatigue.
- Build partnership with experts and institutions with known expertise in ASEAN and AEC.

“M&E for AEC 2025 is not over – stakeholders will be expecting and should be demanding this. Chairman Statement of 46th Summit mentioned End-Term Review and Outcomes and Impact Assessment Report.”

M&E for AEC Beyond 2025 (AECSP 2026-30)

1. AECSP 2026-20: B Monitoring and Evaluation

- Robust result-based M&E system to track progress AND effectiveness of AECSP implementation.
- Internal and external expertise will be engaged
- Acknowledge the key role of ACSS
- ASEC/AIMD >> HLTF-EI >> AECC, while ASEC sectoral desks monitor SWPs >> report
- Acknowledge monitoring of cross pillar strategic measures by CPR or other mechanisms

2. AECSP 2026-30: C Review

Every 5 years refresh strategic measures and activities. Strategic planning start in 4th year. Same for sectoral.

3. 17th ASEAN Economic Integration Brief

- Quick wins in October focusing on longstanding bottlenecks and aiming at proving early measurable impacts, include measures to streamline trade and customs procedures, support MSMEs, accelerate standards harmonisation, simplify investment processes, and introduce a digital business identification system.
- A digital public dashboard to enhance transparency and allow stakeholder feedback

4. Possible gaps

- Clear reference doc on how AEC Post-2025 is being monitored and evaluated.
- Blurring of lines between objective monitoring and public relations. The latter is needed for information sharing but shall not be at the expense of objective assessment.

For discussion:

01

Any experiences you can share around challenges or innovation to monitor and ensure implementation ASEAN or other multilateral commitments in your countries?

02

Having learned about the AEC M&E experiences, do you have any suggestions on how ASEAN can improve its AEC M&E beyond 2025?

03

As a stakeholder (depending on your capacity), what do you hope to see more out of AEC M&E, what would be useful to you and in what way?



Thank You