



PROJECT IMPLEMENTATION PLAN

22 June 2018

1. **Project Code** 17-RP-33-GE-DON-C-03
2. **Project Activity** Development of Monitoring and Evaluation (M&E) Systems for the APO Centers of Excellence (COE)
3. **Reference** APO Project Notification 17-RP-33-GE-DON-C dated 22 May 2017
4. **Timing and Duration** July–December 2018
5. **Venue** APO Member Countries
6. **Implementing Organization** APO Secretariat
7. **Objectives**
 - a. To develop criteria and an overarching M&E framework for assessing the annual performance of COE; and
 - b. To institutionalize the COE performance evaluation process.

8. Background

During the 60th session of the APO Governing Body Meeting in Vientiane, Lao PDR, in May 2018, APO Directors confirmed that the COE initiative was effective and should be continued. The three COE were recognized as having supported the APO in capacity building and dissemination of knowledge and best practices in their respective fields to other member countries. APO Directors also emphasized that the critical success factors for the COE set-up should include annual performance M&E for all existing and future COE. In order to adopt a longer-term approach in supporting the COE beyond the initial two years and to institutionalize procedures for the annual performance assessment, an M&E system should also ideally be in place for each COE. Once set up, the M&E systems will support the APO in better evaluating and aligning COE activities and programs with the common goals of the APO Vision 2020.

To kickstart the process, the evaluation criteria and overarching M&E framework will be developed. The M&E framework, which will lead to the development of key performance indicators (KPIs) for each COE, will later be shared with NPOs. Based on the feedback received, the M&E framework along with KPIs for the next five years will be developed for each COE following consultations with the hosting NPOs. In the later phase, once each M&E system, its criteria, and KPIs are finalized, an evaluation will be conducted by an expert(s). Thereafter, each NPO hosting a COE will be requested to submit annual performance reports based on the KPIs, which is in line with the Governing Body's recommendation to institutionalize the process for the annual performance assessment of COE.

9. Scope

- a. Developing an overarching M&E system for the APO COE; and
- b. Setting the criteria and elements of the APO COE M&E system.

The tentative timeline is given below

Time	Activity
July 2018	Identifying and engaging a suitable expert(s).
August–September 2018	The expert(s) examines COE objectives, activities, plans, and outcomes so far to develop an M&E framework including evaluation criteria to monitor and evaluate the performance of each COE and institutionalize the evaluation process to contribute to achieving the APO Vision 2020.
October 2018	The expert(s) and APO Secretariat discuss the proposed M&E system with each COE, including evaluation criteria, institutionalization of the evaluation process, and KPIs.
November 2018	The expert(s) finalizes the M&E criteria, KPIs, and proposed institutionalization process of evaluation based on the discussions with COE/NPO representatives.
December 2018	The expert(s) submits a final written report on the proposed M&E system and its components to the APO Secretariat.

10. Task Assignments of the Expert(s)

- a. Developing an overarching M&E system to assess the performance of the APO COE;
- b. Working closely with the Secretariat and COE to agree upon the criteria and elements of the M&E system;
- c. Conducting Skype interviews with NPOs/COE stakeholders if necessary; and
- d. Preparing and finalizing a report on the proposed M&E system, its criteria, KPIs, and institutionalization of the performance assessment process to be submitted to the APO Secretariat.

11. Actions by COE/NPOs

- a. Assigning staff to act as focal points to assist the expert(s) and Secretariat in communicating with local stakeholders, replying to requests, and scheduling and arranging interviews with the beneficiaries of COE activities when necessary; and
- b. Assisting the expert(s) and Secretariat in any other activity involved in the process of M&E system development as needed.

12. Financial Arrangements

To be borne by the APO

- a. All assignment costs of the expert(s) for M&E system development.
- b. All local implementation costs.



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