APO Impact Evaluation
24-IN-09-GE-RES-A

SCOPE OF WORK

Background

1. The Asian Productivity Organization (APO) is an intergovernmental organization established in 1961 to increase productivity in the Asia-Pacific region through mutual cooperation. The APO contributes to the sustainable socioeconomic development of the region through policy advisory services, acting as a think tank, and undertaking smart initiatives in the industry, agriculture, service, and public sectors.

2. The APO is shaping the future of the region by assisting member economies in formulating national strategies for enhanced productivity and through a range of institutional capacity-building efforts, including research and centers of excellence in members. It is nonpolitical, nonprofit, and nondiscriminatory.

3. The current membership is 21 economies, comprising Bangladesh, Cambodia, the Republic of China, Fiji, Hong Kong, India, Indonesia, the Islamic Republic of Iran, Japan, the Republic of Korea, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, the Philippines, Singapore, Sri Lanka, Thailand, Turkiye, and Vietnam.

4. Consistent with its vision and mission, the APO implements programs/projects that address central needs, challenges, and emerging issues of productivity growth in member economies. The current APO Vision 2025 posits that if APO members are equipped with the relevant productivity data, tools, techniques, methodologies, practices, and skills and have the enabling policy environments to respond to rapid technological progress, advent of the digital economy, mounting social gaps, and threats to sustainable growth, then productivity growth in Asia-Pacific is likely to be more sustainable, innovation led, and inclusive.

Brief Description of the Initiatives to Be Evaluated

5. Following the adoption of the APO Vision 2025, multicountry programs were divided into the four focus areas of the Centrality of Productivity, Innovation for Productivity, Inclusive Productivity, and Regional Catalyst. Meanwhile, the In-country Program mainly focused on Strengthening of National Productivity Organizations (NPOs) and Policy Advisory.

6. The target beneficiaries of APO programs/projects range from individuals to organizations in the public and private sectors. The programs and projects also put a premium on the role of NPOs and related institutions to champion the productivity movement in their economies by enhancing their capacities and responding to their specific needs and contexts.

7. This impact evaluation will cover all APO programs to the extent possible. Noting the evaluation objectives, timeline of evaluation, and nature of some APO programs, below are additional considerations in terms of evaluation focus:
   7.1 Programs with longer duration, from six months to one year.
   7.2 Programs that were not fully evaluated in the last three years.
   7.3 Programs that have newly introduced approaches.
   7.4 Programs that are considered for replication and/or expansion.

Objectives of the Impact Evaluation

8. This impact evaluation will use the OECD Development Assistance Committee (DAC)[1] definition of "impact:"

    The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion.

9. This impact evaluation will:
    9.1 Provide evidence-based assessment of the impact of APO programs/projects among its stakeholders.
    9.2 Answer the "whys" and "hows" of program/project effectiveness.
    9.3 Examine what long-term changes have occurred and how APO programs/projects have contributed.
    9.4 Examine whether APO programs/projects lead to other changes, including "scalable" or "replicable" results.

10. This impact evaluation will assist the APO Governing Body, NPOs, and Secretariat in determining whether support for similar initiatives is warranted in the future. In evaluating APO programs/projects, this impact evaluation will review and articulate APO program/project achievements and provide findings, conclusions, and recommendations. It is also expected to generate best practices and lessons learned.

Evaluation Questions, Design, and Methodology

11. Below are the preliminary evaluation questions, design, and methodology, which will be finalized with the impact evaluator(s), following the assessment of existing performance and effectiveness data.
12. Evaluation Questions:
    12.1 To what extent can a specific impact be attributed to APO programs/projects? How much of the impact can be attributed to APO programs/projects? To what extent were APO programs/projects able to build capacities of individuals and organizations in productivity?
    12.2 Were APO programs/projects needed to produce the effect? Would the impacts have occurred without them?
    12.3 How and why did the impacts occur? Were there any unintended impacts?
    12.4 Are APO programs/projects sustainable? What best practices and lessons learned could be drawn from the impacts in relation to productivity initiatives?

13. The impact evaluation design must provide for a comparative analysis of changes between individuals and/or organizations that received assistance through APO programs/projects and a comparison group that did not take part in the intervention.

14. The impact evaluation must employ mixed methods (quantitative and qualitative) and design approaches ranging from statistical, to theory based, to case based, to participatory.

15. The design and methodology of the impact evaluation will consider the evaluation questions outlined above. If needed and required, as informed by the assessment of the existing performance and effectiveness data, a suitable design and methodology will be agreed with the APO Secretariat.

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[1] https://www.oecd-ilibrary.org/sites/543e84ed-en/1/3/4/index.html?itemId=/content/publication/543e84ed-en&_csp_=535d2f2a848b7727d35502d7f36e4885&itemIGO=oecd&itemContentType=book#section-d1e4269.

Scope of Services

16. The impact evaluation team will provide the following services:
    16.1 Give high-quality, independent, professional advice and expertise to ensure that the objectives of the impact evaluation are met.
    16.2 Review all related literature provided by the APO Secretariat.
    16.3 Assess the existing performance and effectiveness data to finalize the evaluation design and methodology.
    16.4 Consult with relevant APO program/project stakeholders.
    16.5 Advise the APO Secretariat of any risks, concerns, or issues that may adversely impact the conduct of the impact evaluation in a timely manner.
    16.6 Use evidence to support the evaluation.
    16.7 Provide a debriefing to the APO Secretariat and other relevant stakeholders as needed.
    16.8 Provide well-written reports in a format to be agreed with the APO Secretariat.
    16.9 Present the Impact Evaluation Report consisting of findings, conclusions, and recommendations to the 65th WSM from 23 to 25 October 2024 in Nadi, Fiji.

Reporting Requirements

17. This impact evaluation should include the following documents and reports:
    17.1 Evaluation Work Plan detailing how the impact evaluation team will undertake the evaluation. The work plan should include assumptions, design, methodology, guide questions, audience, time frame, and deliverables. The APO Secretariat must be consulted on the finalization of the work plan, including adjustments as needed.
    17.2 Inception Report presenting findings from the desk review and/or examination of available data.
    17.3 Draft Impact Evaluation Report in the following format as agreed with the APO Secretariat: a) Executive Summary; b) Introduction; c) Project Background; d) Purpose of the Evaluation; e) Evaluation Questions, Design, Methodology, and Limitations; f) Key Findings, Conclusions, and Recommendations; and g) Annexes. The draft Impact Evaluation Report will be submitted to the APO Secretariat for review.
    17.4 Final Impact Evaluation Report. This incorporates suggestions and comments from relevant APO stakeholders on the draft version.

Schedule

18. The impact evaluation will be conducted from April to September 2024, with the consideration that the report will be submitted to the 65th Workshop Meeting of Heads of NPOs (WSM), 23–25 October 2024.

Indicative Activities	Apr 2024	May 2024	Jun 2024	Jul 2024	Aug 2024	Sep 2024
Evaluation team prepares work plan and evaluation design.	▓					
APO Secretariat reviews work plan and evaluation design.	▓					
Evaluation team conducts desktop review.	▓	▓				
Evaluation team drafts inception report based on desktop review.	▓	▓				
Evaluation team conducts field work/data collection.		▓	▓	▓		
Evaluation team conducts data validation and analysis.		▓	▓	▓		
Evaluation team drafts report.				▓	▓	

APO Secretariat reviews draft report.					🟧	
Evaluation team incorporates comments and prepares final report.					🟧	
Evaluation team and APO Secretariat hold debriefing.					🟧	
Evaluation team submits data sets to the APO Secretariat.						🟧
APO Secretariat submits final draft report to the 65th WSM[2] (first week of September).						🟧

Team Composition, Qualifications, and Responsibilities

19. The impact evaluation will be conducted by a team of external consultants not directly involved in the management and implementation of APO programs/projects and its activities.

20. The impact evaluation team will be composed of the following who have the key expertise, skills, and responsibilities as generally outlined below[3]:

   20.1   Monitoring and Evaluation (M&E) Specialist (Team Leader):
   – At least 10 years of extensive experience in result-based M&E, preferably of initiatives implemented in the Asia-Pacific region focusing on areas related to productivity, economic issues, governance, and sustainable development.
   – At least 5 years of extensive experience in conducting evaluations, in particular impact evaluation.
   – Key responsibilities:
      o Lead the impact evaluation and ensure that it achieves its objectives.
      o Lead the team to produce the expected outputs, including evaluation plan, draft and final reports, and presentation materials, as needed.
      o Lead in facilitating focused group discussions, interviews, meetings, etc., as appropriate.
      o Lead in presenting findings and recommendations of the impact evaluation to the APO Secretariat.

   20.2   Capacity Development Specialist
   – At least 10 years of extensive experience in designing and implementing capacity development initiatives, including working with sectors and government agencies in the Asia-Pacific region.
   – At least 5 years of extensive experience in participating in evaluation initiatives, preferably impact evaluation.
   – Key responsibilities:
      o Lead in providing the capacity development perspective.
      o Contribute to developing, implementing, and finalizing the impact evaluation outputs.

   20.3   Productivity Specialist
   – At least 10 years of extensive experience in productivity topics covering the goals of the APO Vision 2025 and APO focus areas.
   – At least 5 years of extensive experience in participating in evaluation initiatives, preferably impact evaluation.
   – Key responsibilities:
      o Lead in providing the productivity perspective.
      o Contribute to developing, implementing, and finalizing the impact evaluation outputs.

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[2]One month before the 65th WSM.
[3]The team composition is generic and can be expanded, including elaboration of the responsibilities.