

IMPLEMENTATION PROCEDURES FOR APO IN-COUNTRY PROGRAMS SPECIFIC NATIONAL PROGRAM FOR MEMBER COUNTRIES (SNP)

About the SNP

The SNP provides customized policy consultancy services to NPOs and other key productivity institutions in developing national productivity roadmaps and/or institutional development plans as well as other productivity-related policies and/or strategies. It aims to foster the centrality of productivity in the policies of APO member economies and in the strategies and action plans of national productivity organizations (NPOs).

1. Scope

The SNP provides policy advisory services through the development of national policies/master plans or NPOs' institutional roadmaps and accompanying action plans with the following focuses:

- a. National productivity master plans.
- b. Productivity, quality, and innovation policy frameworks and action plans to mainstream productivity and innovation in national development plans.
- c. Productivity-driven sectoral policy frameworks (agriculture, manufacturing, service, and public sectors) to align with national development agendas.
- d. Need assessment of NPOs or member economies to support specific productivity initiatives.
- e. NPO institutional capacity-building roadmaps including digitalization roadmaps.

2. Methodology

- a. The policy advisory project is conducted through collaboration with a team of individual or institutional resource persons from outside the recipient country. Interested parties should submit proposals to the APO Secretariat by the deadline.
- b. Project implementation stages comprise the three main components of diagnosis and benchmarking; development of an institutional blueprint for the establishment of a productivity commission; and M&E framework and capacity-building for the transition measures.
- c. The project is carried out through inception and mobilization; diagnostic analysis with stakeholder consultations and international benchmarking; development of strategic frameworks; stakeholder engagement and implementation roadmap; and knowledge transfer and capacity-building. Activities will include stakeholder consultation, validation, and other relevant activities within the deliverables and methodology agreed by the APO Secretariat and recipient country/NPO. The activities may be conducted in any modality deemed most feasible and appropriate.
- d. The final institutional blueprint will be submitted by the resource person/organization to the APO Secretariat by the agreed deadline. Revisions may be required until acceptance by the APO Secretariat and NPO.

3. Resource Persons

Tasks

- a. Preparing and proposing project methodology, approach, scope, etc. through close consultation with the APO Secretariat and NPO.
- b. Implementing all stages of the project to achieve the intended output(s) as per the agreed arrangement.
- c. Collecting both primary and secondary data, conducting analysis/diagnosis, confirming data/information with stakeholders including conducting interviews, finalizing the report, organizing dissemination activities, attending and contributing to meetings with high-level officials, etc. as per the agreed methodology and project timeline.
- d. Submitting the report to the APO Secretariat by the deadline.

Qualifications

- a. Extensive knowledge of organizational development, public-institution design, and productivity policy, with a proven record in conducting holistic institutional diagnostics and translating them into implementable reform blueprints.
- b. At least 10 years of relevant professional experience in institutional reform, economic policy, public-sector governance, or productivity-related advisory work, with at least two comparable assignments.
- c. Demonstrated expertise in establishing or reforming statutory, semi-autonomous, or independent public entities, including governance frameworks, commissioner/board arrangements, inquiry functions, financing options, and accountability mechanisms.
- d. Strong capability in productivity measurement, diagnostic assessment, strategic planning, financial modeling, monitoring and evaluation, stakeholder consultation, and drafting high-quality reports in English.
- e. Sound quality assurance, integrity, confidentiality, data-governance, and conflict-of-interest practices. Experience working in small Pacific states or comparable contexts will be an advantage.
- f. Experience in providing policy advisory services to governments and proven track record of successful consultancy projects, including developing and implementing national productivity policies or strategies.
- g. Excellent English writing and presentation skills.
- h. Strong data analytical skills including proven knowledge of productivity measurement.

The selection of the participating individual or institutional resource person will be made by the APO Secretariat based on its selection criteria. The APO Secretariat will in no case be responsible or liable for any costs involved in proposal submission, regardless of the conduct or outcome of the selection process.

4. Financial Arrangements

The following financial arrangements are applicable for both online and face-to-face modalities.

To be met by the APO

- a. Expenses for assignments of international resource persons.
- b. Financial support to meet part of local implementation costs of up to USD10,000.00 (applicable only for the development of national productivity master plans and other consultancy projects on productivity-related policies). The support will cover expenditures for the meeting package, printing of project materials, interpretation costs, transportation costs, etc.

To be met by NPOs/partner organizations/implementing member economies

- a. All local implementation costs not covered by the APO.
- b. Other implementation and administrative costs.

Expense reimbursement and project postponement/cancellation

- a. With regard to the local implementation costs, 50% of the APO share can be advanced after the PIP is issued.
- b. The remaining local implementation costs will be reimbursed after the completion and submission of the final project outputs together with the necessary supporting documents under the applicable APO rules and regulations for the disbursement of project expenses.
- c. The implementing organization(s) is requested to provide all necessary original copies of proof of payment/expenses along with supporting documents to the APO Secretariat at one time no later than six weeks after the implementation of the project or after implementation of the project's last activity.

The proof of payment, such as bills, payment records, and receipts, should be issued by third parties and written in clear English or with an English translation if not originally in English.

- d. The final payment will be made based on the actual expenditure after the implementing organization(s) submits all necessary documents. Internal evidence by the implementing organization(s) including NPOs is not accepted as proof of payment and the expenses claimed by it will not be reimbursed.

5. Duration

The maximum project duration is six months (online and face-to-face).

6. Implementation

- a. Based on the approved proposal and consultation with applying member economies, a PIP will be developed detailing the objectives, time frame, steps, and deliverables of the project. The PIP will serve as the main reference for the implementation of the project.
- b. If a project is cancelled after the issuance of a PIP, any costs incurred should be borne by the applying member economy.
- c. An implementation report should be submitted to the APO Secretariat within one month after implementation of the project.

7. Actions by Member Economies

- a. Submit proposals containing all necessary information.
- b. Appoint at least one NPO staff member to act as the focal contact point between the APO Secretariat and host NPO for coordination during implementation.
- c. Prepare, manage, and monitor all tasks related to specific activities detailed in the approved proposal.

8. Actions by the APO Secretariat

- a. Design the approach/methodology of the project.
- b. Assign a resource person(s).
- c. Coordinate and carry out consultations with the resource person(s), NPOs, and related parties.
- d. Monitor the overall implementation of the project.
- e. Provide administrative and financial support.