

IMPLEMENTATION PROCEDURES FOR APO IN-COUNTRY PROGRAMS

(Effective from 18 February 2022)

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General Information

1. Application Procedures

- a. **Submission of Applications**
Member countries applying for in-country projects should fill in the application form provided in Attachment 1. The application should include all the necessary details and be submitted at least two months prior to implementation.
- b. **Review of Applications**
Applications are reviewed immediately after receipt by the APO Secretariat's Review Committee. Consideration for approval will include assessments of clear, tangible benefits and impact of the project for member countries and be informed within 10 business days after a review.

2. Modality of Implementation

Virtual:

- a. Activities will be conducted virtually under the COVID-19 pandemic situation and the restrictions therein, including those relating to travel and visa, applicable in member countries.
- b. A virtual session may also be conducted as preparatory activity before a face-to-face meeting, or a mechanism for consultative, trouble-shooting session, if applicable, among National Productivity Organization (NPO), participating/recipient organization/firms, technical experts, and the APO Secretariat.
- c. Virtual sessions will use videoconference applications to be designated by the APO Secretariat or implementing NPO.
- d. Duration of a virtual session is around four hours/day.
- e. NPO, resource persons, and other relevant stakeholders should use own devices, applications, and internet connections to participate in the virtual sessions. Specific requirements are as follows:
 - i. Have necessary devices comprising a computer, web camera, microphone, and speaker or headphones.
 - ii. Have access to internet connections suitable for videoconferencing. Stable, wired LAN connections are preferred.
 - iii. Follow the instructions of moderators/presenters in asking questions, joining discussions, and answering questions

Face-to-face:

- a. Resource persons are dispatched to the requesting member countries to conduct the assigned tasks.
- b. NPO, resource persons, and other relevant stakeholders participate and engage in face-to-face interactions.
- c. Duration of a face-to-face session is around eight hours/day.

Specific Information

INDIVIDUAL-COUNTRY OBSERVATIONAL STUDY MISSIONS (IOSM)

About IOSM

IOSM facilitates study and observational visit of a member country to another member on recent developments and best practices in a particular area of interest relevant to the needs for productivity promotion. The objective of this program is to strengthen members' ability to improve productivity by providing opportunities to policymakers and stakeholders from member countries to study recent developments and best practices in advanced areas and establish networks by visiting world-leading institutions.

a. Duration

Virtual:

The duration of each activity is approximately up to five days. The total duration can be up to 20 days consisting of four follow-up missions over five days each under one approved application.

Face-to-face:

The maximum project duration is five working days.

b. Implementation

- i. IOSM is comprised with orientation sessions, visits to private enterprises and government agencies, interactive discussions, and post-mission evaluation.
- ii. IOSM delegates may comprise senior government officials and policymakers overseeing the industry, service, agriculture, and public sectors, or from other sectors with critical needs.
- iii. Delegates may also comprise leaders of top businesses, labor unions, chambers of commerce and industry, SMEs, and women entrepreneurs, as well as those working with people with different abilities.
- iv. Each member country may nominate up to 15 participants for virtual activities. For face-to-face missions, the number will be up to six to be sponsored by the APO. Self-financed participants may be considered subject to the approval of the hosting country.
- v. A mission leader must be appointed, and the NPO concerned must notify the APO Secretariat in advance of the name and contact details of the mission leader to facilitate project implementation.

c. Financial Matters

- i. For face-to-face activities, the hosting country is expected to meet the expenses for per diem allowances, hotel accommodations, transportation costs between the airport and hotel, and transportation costs for site visits initially, which will be reimbursed later by the APO upon submission of invoices along with supporting documents. The invoice to the APO should be issued in the local currency, and the APO will reimburse the USD equivalent amount based on the APO exchange rate in the month of implementation.
- ii. If any selected mission is unable to be completed, the sending country is requested to inform the APO and the hosting country promptly of the reason for the request for postponement/cancellation. Member countries are reminded that any last-minute postponement/cancellation is likely to result in the hosting country incurring unnecessary expense as well as creating administrative and coordination issues and therefore must be avoided.

d. Report Submission

The IOSM implementation report by the sending country should be submitted to the APO Secretariat within one month of completion of the project.

e. Role of Hosting Country

Virtual:

- i. Coordinate technical preparations for the digital platform to be used for the IOSM sessions.
- ii. Propose up to two local resource persons, if necessary.

Face-to-face:

- i. Arrange local transportation, hotel reservations, and other logistic arrangements.
- ii. Propose up to two local resource persons, if necessary.
- iii. Give a general overview of the hosting country.

Specific Information

TECHNICAL EXPERT SERVICES (TES)

ABOUT TES

TES provides technical assistance to NPOs and related organizations to strengthen their institutional capacities and upgrade their technical competencies in line with individual member country needs for productivity improvement. The creation of multiplier effects for the national productivity movement is expected from this program.

a. Duration

Virtual:

The maximum project duration is six days, with optional continuation/follow-up activities.

Face-to-face:

The maximum project duration is 10 days.

b. Implementation

- i. NPOs should assign a staff member to be closely involved in all stages of the implementation of TES projects. This is intended to encourage the NPO staff member to understudy the resource person and ensure follow-up actions by the NPO after the departure of the resource person (for face-to-face modality) and/or after the completion of virtual sessions.
- ii. Recipient NPOs or beneficiaries are requested to acknowledge the services by displaying the APO logo on banners and other promotional materials, displaying the APO flag, etc. NPOs or beneficiaries are encouraged to issue media releases or feature the TES project on their websites or social media network services. Photographs or copies of such displays and statements should be sent to the APO Secretariat with the evaluation report.
- iii. For the face-to-face modality, in the case of cancellation of the resource person's assignment after issuance of a Letter of Assignment for reasons attributed to the NPO, the costs incurred such as air ticket cancellations should be met by the NPO concerned.

c. Report Submission

NPOs receiving TES must submit evaluation reports on project implementation to the APO Secretariat within one month of the completion of services by the assigned resource persons.

d. Role of Recipient NPOs

Virtual:

- i. Coordinate technical preparations for the digital platform to be used for the TES sessions.
- ii. Provide an interpreter, if necessary.

Face-to-face:

- i. Arrange local transportation, hotel reservations, and other logistic arrangements.
- ii. Provide an interpreter, if necessary.
- iii. Give a general overview of the recipient country.

Specific Information

BILATERAL COOPERATION BETWEEN NPOS (BCN)

About BCN

BCN provides the perfect platform for members to learn more about and share best practices to improve national productivity. The scheme facilitates meetings between high-level policy makers and top NPO officials as well as observations of new productivity initiatives and interventions to assist members in becoming more productive and innovative.

a. Duration

Virtual:

The duration of each activity is approximately up to five days. The total duration can be up to 20 days consisting of four follow-up visits over five days each under one approved application.

Face-to-face:

The maximum project duration is five working days.

b. Implementation

- i. BCN is comprised with orientation sessions, visits to private enterprises and government agencies, interactive discussions, and postproject evaluation.
- ii. BCN delegates may comprise APO Directors/Alternate Directors/NPO Heads, and officials.
- iii. Each member country may nominate up to 10 participants for virtual activities. For face-to-face projects, the number will be up to four to be sponsored by the APO. Self-financed participants may be considered subject to the approval of the hosting NPO.

c. Financial Matters

- i. For face-to-face activities, the hosting NPO is expected to meet the expenses for per diem allowances, hotel accommodations, transportation costs between the airport and hotel, and transportation costs for site visits initially, which will be reimbursed later by the APO upon submission of invoices along with supporting documents. The invoice to the APO should be issued in the local currency, and the APO will reimburse the USD equivalent amount based on the APO exchange rate in the month of implementation.
- ii. If any selected delegate is unable to participate, the sending NPO is requested to inform the APO and the hosting NPO promptly of the reason for the request for postponement/cancellation. Member countries are reminded that any last-minute postponement/cancellation is likely to result in the hosting NPO incurring unnecessary expense as well as creating administrative and coordination issues and therefore must be avoided.

d. Report Submission

The BCN implementation report by the sending NPO should be submitted to the APO Secretariat within one month of completion of the project.

e. Role of Hosting NPO

Virtual:

- i. Coordinate technical preparations for the digital platform to be used for the BCN sessions.

- ii. Propose up to two local resource persons, if necessary.

Face-to-face:

- i. Arrange local transportation, hotel reservations, and other logistic arrangements.
- ii. Propose up to two local resource persons, if necessary.
- iii. Give a general overview of the hosting NPO.

Specific Information

DEVELOPMENT OF DEMONSTRATION COMPANIES (DMP)

About DMP

DMP aims to develop model companies/organizations that showcase good practices of productivity improvement with the support of technical experts and NPOs and the commitment of the target companies/organizations. Through capacity building and dissemination of the results, the program demonstrates good practices for other organizations to embark on similar improvements.

- a. Duration
The maximum project duration is six months (virtual and face-to-face).
- b. Implementation
Based on the approved proposal and consultation with applying member countries, a project implementation plan (PIP) will be developed as the main reference for the implementation of the project. Upon completion of the project, the APO Secretariat will issue a certificate to the demonstration company(ies)/organization(s). The project will be conducted in the following three stages:

Stage 1. Planning

- i. The resource person(s) analyzes the challenges and opportunities related to productivity through a diagnostic survey of the demonstration company(ies)/organization(s).
- ii. The resource person(s) proposes an improvement plan to the relevant partners and obtains a consensus on a mutually agreeable action plan and number and duration of consultations.
- iii. Duration: one week.

Stage 2. Implementation

- i. The resource person(s) implements the mutually agreeable improvement plan, such as training, capacity building, modification of existing practices, development of new processes, and applications of new technologies, management tools, and productivity-improvement methods.
- ii. The resource person(s), implementing organization(s), and APO Secretariat communicate to review the diagnosis and progress and recommend ways to resolve problems or administrative bottlenecks faced.
- iii. Duration: five months.

Stage 3. Evaluation and Dissemination

- i. The resource person(s), implementing organization(s), and APO Secretariat review and evaluate the results of the project to determine whether the objectives have been achieved.
- ii. The implementing organization(s) takes the lead in planning, preparing, and conducting dissemination activities, ensuring multiplier effects of the project in the country. The results and process of the project are disseminated through a locally organized event(s) and materials derived from the project, such as the final report, practical manual, and a multimedia record in a local language (if possible, with an English version or English translation).
- iii. The implementing organization(s) submits the final project outputs to the APO Secretariat in consultation with the demonstration company(ies)/organization(s) before the completion of this stage.

- iv. Duration: one week.

c. Roles and Responsibilities

Implementing organization(s)

- i. Assign a team in the implementing organization(s) to be fully involved in the project and later to be trained as local experts.
- ii. Coordinate the overall schedule for implementation of the project in the country.
- iii. Provide, in addition to a coordinator(s), the necessary number of local experts to work as counterparts to the resource person(s), if necessary.
- iv. Arrange all logistic requirements relating to the project (e.g., local transportation, discussion room, interpretation, etc.) for the resource person(s).
- v. Guide and assist the demonstration company(ies)/organization(s) in planning, coordinating, implementing, monitoring, and documenting project activities in consultation with the resource person(s) and APO Secretariat, and monitor closely the process of implementation, particularly the key performance areas.
- vi. Coordinate and supervise the preparation of dissemination materials, such as a practical manual and multimedia record.
- vii. Conduct a dissemination event(s) such as a workshop, seminar, and industrial visit(s).
- viii. Submit the final project outputs, including a final report to the APO Secretariat which documents the entire process of the project, analyzes the results and impact of the project as well as contributions to productivity improvement, and suggests recommendations for replication in the country utilizing domestic talent, networks, and resources.

Demonstration Company(ies)/Organization(s)

- i. Assign a team and responsible coordinator to work on the project in consultation.
- ii. Accept and facilitate the training and consultancy services conducted by the resource person(s).
- iii. Provide all necessary inputs and information required for the project and extend all necessary local support to the resource person(s), implementing organization(s), and APO Secretariat.
- iv. Implement suggestions and recommendations of the resource person(s) based on feasibility and document the results and outcomes of the improvement plans.
- v. Collaborate with the implementing organization(s) in preparing dissemination materials.
- vi. Present the project activities and results during a dissemination event(s) for the benefit of other company(ies)/organization(s).
- vii. Collaborate with the implementing organization(s) in preparing a final report for submission to the APO Secretariat.
- viii. Announce, publicize, and prominently display the APO's presence and involvement in the demonstration company(ies)/organization(s) throughout the duration of the project.

Resource Person(s)

- i. Perform consultancy, training, and other duties in the areas specified in the productivity improvement plan.
- ii. Monitor and evaluate the performance and progress of the productivity enhancement activities of the demonstration company(ies)/organization(s).
- iii. Assist the implementing organization(s) in developing dissemination materials and organizing a dissemination event(s).

APO Secretariat

- i. Assign a resource person(s).
- ii. Coordinate communication among the resource person(s), implementing organization(s), and demonstration company(ies)/organization(s) to ensure smooth implementation of the project.
- iii. Monitor the progress of project implementation in consultation with the resource person(s) and implementing organization(s).
- iv. Advise the implementing organization(s) and demonstration company(ies)/organization(s) in planning and organizing follow-up activities such as developing dissemination materials and/or organizing a dissemination event(s) for local participants.

d. Financial Matters

- i. With regard to the local implementation costs for dissemination activities, 50% of the APO share can be advanced after the Project Implementation Plan is issued.
- ii. The remainder 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.
- iii. The implementing organization(s) is requested to provide all necessary original copies of proof of payment to the APO Secretariat at one time no later than three months after the dissemination event(s) is conducted. 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. An overall list of expenses categorized based on purpose for the production of dissemination materials or holding a dissemination event(s) should be also provided to the APO Secretariat (See below: Example of Expense Categorization).
- iv. The final payment will be made based on the actual expenditure after the implementing organization(s) submits all necessary documents. In general, internal evidence is not accepted as proof of payment and the expenses claimed by it will not be reimbursed.

e. Final Project Outputs

The demonstration company project will be completed with the submission of the following:

- i. A final report prepared by the implementing organization(s) in consultation with the demonstration company(ies)/organization(s).
- ii. A practical manual for replication (in soft copies and/or printed hard copies) prepared by the implementing organization(s).

- iii. A multimedia record such as video/DVD of the experiences of the demonstration company(ies)/organization(s) prepared by the implementing organization(s) and demonstration company(ies)/organization(s).

Examples of Expense Categorization*

Activity	Expense Category	Description
a. Manual development	Publication/Photo/Documentation	Expenses related to development and publication of a manual such as photography, printing service, editing, etc.
	Translation/Interpretation	Translation
b. Multimedia record	Publication/Photo/Documentation	Expenses related to development of a multimedia record such as videorecording, audio/video editing, etc.
	Translation/Interpretation	Editing, subtitling, and translation of video
c. Meeting and dissemination event	Rent/Conference Room	Equipment/conference room rental
		Conference package (e.g., venue rental and basic refreshments)
	Publication/Photo/Documentation	Production of printed material such as brochures, flyers, etc.
	Stationeries/Supplies	Pens, notepads, etc.
	Translation/Interpretation	Interpretation

*Examples are provided for the implementing organization(s)'s reference. Please consult with the APO Secretariat if any item is unclear or there are other questions about categorization.

Specific Information

SPECIFIC NATIONAL PROGRAM FOR MEMBER COUNTRIES (SNP)

About SNP

SNP provides technical and consultancy services to NPOs or partner organizations in implementing national projects. It addresses the distinct needs and expectations of member countries to enhance productivity and competitiveness.

- a. Duration
The maximum project duration is six months.
- b. Implementation
 - i. Based on the approved proposal and consultation with applying member countries, a PIP will be developed detailing the objectives, time frame, stages, and deliverables of the project. The PIP will serve as the main reference for the implementation of the project.
 - ii. If a project is cancelled after the issuance of a PIP, any costs incurred should be borne by the applying member country.
 - iii. An evaluation report should be submitted to the APO Secretariat upon completion of the project.
- c. Actions by Member Countries
 - i. Submit proposals containing all necessary information.
 - ii. Appoint (at least) one NPO staff member to act as the focal contact point between the APO Secretariat and hosting NPO to coordinate during the implementation.
 - iii. Prepare, manage, and monitor all tasks related to specific activities detailed in the approved proposal.
- d. Actions by the APO Secretariat
 - i. Design the approach/methodology of the project.
 - ii. Assign a resource person(s).
 - iii. Coordinate and carry out consultations with the resource person(s), NPOs, and related parties.
 - iv. Monitor the overall implementation of the project.
 - v. Provide administrative and financial support.

**APPLICATION FORM
FOR APO IN-COUNTRY PROJECTS**

Applied Project <i>Please check the applicable box</i>	<input type="checkbox"/> IOSM	<input type="checkbox"/> TES	<input type="checkbox"/> BCN
	<input type="checkbox"/> DMP	<input type="checkbox"/> SNP	
Subject Area (Project Title)			
Requesting Country			
Hosting Country <i>Provide first and second priority countries to host (applicable for IOSM and BCN only).</i>			
No. of Visit and/or Follow-up Activities Required <i>Please describe whether the project will be implemented in multiple missions/visits/activities throughout the year (applicable for virtual IOSM, TES, and BCN only).</i>			

1. General Information

1) Background:	
2) Objectives:	
3) Scope and methodology: <i>Outline the area of focus and type/format of proposed activities i.e., how the objectives will be achieved</i>	
4) Expected outcome(s): <i>Describe the intended changes and other tangible benefits/impacts from the proposed activities</i>	
5) Follow-up activities: <i>Description on follow-up activities, if any</i>	

Note: For SNP, please also add beneficiaries and project management structure.

2. Timing

Project timing(s)	From		To	
Preference for timing and duration <i>Please check the applicable box</i>	<input type="checkbox"/> Fixed, not flexible <input type="checkbox"/> Preferred, not yet fixed <input type="checkbox"/> Adjustable to suit expert's availability			

3. Participants

1) No. of participants: <i>Provide information on the number of participants, individual beneficiaries of the proposed activities</i>	
2) Qualifications of participants:	

Explain criteria, requirement of participants of the proposed activities that will ensure the achievement of the intended objectives

Note: This is applicable for capacity building related activities such as training, workshop etc.,

4. Daily Program and Schedule

Date	Activity	Venue (City)

Note: Activity should indicate specific topics of presentations/discussions and detailed coverage of services. If there are multiple activities for the requested project, please include all activities.

5. Beneficiaries

Please provide information on the beneficiaries of the project requested.

Name of organization	
Type of organization (government, SME, NGO, large profit-making organization, multinational company)	

Requested by Name: _____ Date: _____

 Designation: _____

 Organization: _____

Endorsed by Name: _____ Date: _____

 Designation: _____

Important:

- This application should be submitted by the NPO with an endorsement from the APO Director, Alternate Director, or APO Liaison Officer.
- Please submit biodata forms of participants along with the application form, which can be downloaded from the APO website for IOSM and BCN.
- Please see the Attachment 2 for the additional information for DMP application.

**ADDITIONAL INFORMATION
FOR APO DEVELOPMENT OF DEMONSTRATION COMPANIES (DMP) APPLICATION**

Please include the following additional information in the application:

1. Profile of Demonstration Company(ies)/Organization(s)

- a. Name:
- b. Address:
- c. URL:
- d. Type of business:
- e. Organizational structure:
- f. Name of representative for the proposed project:

2. Focus of the Productivity Improvement Plan

- a. Challenges encountered by the selected company(ies)/organization(s) in productivity improvement and efforts that have been made to overcome them, if any.
- b. Expected improvement and results based on the discussion between the NPO and candidate company(ies)/organization(s).
- c. Description showing the potential of the selected company(ies)/organization(s) to act as a model for other organizations.

3. Dissemination Plan for Multiplier Effects

- a. Activities that the NPO will undertake for dissemination purposes.
- b. Names of other companies/organizations that are expected to learn from and follow the demonstration company(ies)/organization(s) identified by the NPO.

4. Partnering Organization

Profile of any partner organization(s) or institution(s) expected to join the NPO in the project, especially to enhance the national visibility and impact of the project.