



## PROJECT IMPLEMENTATION PLAN

<b>PIP Issue Date</b>	6 June 2019
<b>Project Code</b>	18-RP-46-GE-SNP-C-09
<b>Title</b>	Institutional Capability Development Plan for the Mongolian Productivity Organization
<b>Reference</b>	Project Notification 18-RP-46-GE-SNP-C dated 5 June 2018
<b>Timing and Duration</b>	3 August–18 October 2019
<b>Venue</b>	Ulaanbaatar, Mongolia
<b>Implementing Organization(s)</b>	Mongolian Productivity Organization

## 1. Background

One of the key roles of the APO is to serve as an institution builder. It therefore seeks to develop and strengthen the capability of institutions, particularly NPOs, to undertake productivity promotion, training, and consultancy services for the public and private sectors in their countries to achieve sustainable economic development. Despite various initiatives, the level of development of NPOs remains diverse. Some are advanced and undertaking a wide range of productivity-related activities, while a few have not been able to expand their services or scale up their activities due their organizational structures, mandates, objectives, and funding arrangements. Considering the social, political, and economic changes in member countries and emerging global developments and challenges faced, these have posed serious challenges to NPOs, including their effectiveness in and relevance to national productivity movements and the sustainability of operations in the long run.

To assist NPOs in addressing institutional needs and building the capability to enable effective productivity-related strategies and programs to be developed and implemented at the national level, the APO undertakes consultancy services for NPOs. The objective is to make recommendations to help NPOs review strategies, organizational structure, infrastructure, funding models, staffing, approaches to governance, leadership, human resources, services and programs, business activities, operations and systems, etc. The analysis includes benchmarking against more advanced NPOs to illustrate how progress can be made.

The Mongolian Productivity Organization (MPO) was selected as the first NPO to undertake this institutional capability development initiative. The program is composed of five phases: 1) preparatory work to identify key issues facing the MPO; 2) fieldwork/survey and stakeholders' meeting in Mongolia; 3) preparation of a proposed MPO Institutional Capability Development Plan; 4) consultative meeting in Mongolia; and 5) finalization and submission of the proposed MPO Institutional Capability Development Plan.

## 2. Objectives

To assist the MPO in developing an institutional capability development plan to enhance its capacity and role in productivity promotion, training, and consultancy services for the public and private sectors and improve its visibility as the leading productivity organization in the country.

## 3. Scope, Methodology, and Time Frame

This consultancy project will be carried out through the following phases of activities.

**Step 1.** Preparatory work to identify key issues facing the MPO using the Strengthening of NPO Assistance Program (SNAP) report in 2017 and other relevant data. Activities in this step include preliminary situational analysis through desk research performed in the consultant's country of residence and examination of documents and data provided by the MPO and the APO SNAP research findings. The results of this preparatory work will be utilized and validated during the fieldwork/study in the country.

MPO engagement includes providing relevant data and information for establishing the parameters of the fieldwork/study via e-mail or virtual meetings.

Time frame (tentative: 3–10 August 2019): Up to eight working days in the consultant's country of residence.

**Step 2.** Fieldwork/survey and stakeholders' meeting to be conducted in Mongolia arranged by the MPO with objective of: 1) reviewing the MPO's performance including profiling of resources and programs; 2) identifying the core competencies of the MPO including strengths, weaknesses, opportunities, and threats; 3) identifying the emerging roles and challenges of the MPO resulting from social, political, and economic changes; 4) identifying organizational development, capacity building, and institutional support needs to lead productivity-related initiatives in the country; and 5) surveying and interviewing stakeholders to assess the performance of the MPO, collect information essential to the capability development program, etc.

The MPO will make arrangements for meetings and contacts with stakeholders who will provide inputs on and assessments of the activities and performance of the MPO. They may include clients/customers, ministry representatives supervising the MPO (if applicable), in-house and contract-based staff/consultants, SME and business association representatives, NPO staff and board of directors/trustees, et al.

Time frame (tentative: 11–16 August 2019): Up to six working days in Mongolia.

**Step 3.** The proposed MPO Institutional Capability Development Plan will be prepared in the consultant's country of residence using the findings and results of the fieldwork/survey and stakeholders' meeting feedback including consolidation of the initial preparatory work document. The document must contain the methodology used, findings, recommendations, course of action to be undertaken by the MPO and relevant stakeholders (including the concerned ministry in the country), and details of organizational capacity-building proposal for the next stage.

Time frame (tentative: 20–31 August 2019): Up to 12 working days in the consultant's country of residence after the fieldwork/survey in Mongolia.

**Step 4.** A consultative meeting on the initial proposed MPO Institutional Capability Development Plan will be held to present, review, and deliberate on the findings and recommendations, including soliciting feedback from relevant stakeholders before finalizing and submitting the final plan to the APO and MPO.

MPO engagement includes providing feedback on the initial plan and arranging meetings with local stakeholders to present and deliberate on it.

Time frame (tentative: 2–4 October 2019): Up to three working days in Mongolia. The initial plan of the consultant must be submitted first to the APO and MPO for review before the consultative meeting. Tentative date for submission of the initial report: 10 September 2019.

**Step 5.** Finalization and submission of the proposed MPO Institutional Capability Development Plan incorporating the inputs and feedback received from the consultative meeting with relevant stakeholders to the APO and MPO.

Time frame (tentative: 13–18 October 2019): Up to six working days in the consultant's country of residence after the consultative meeting.

#### **4. Roles and Responsibilities**

The roles and responsibilities of the MPO and APO are:

##### **MPO**

- a. Play an active role in the relevant activities mentioned in Part 3. Scope, Methodology, and Time Frame;
- b. Assign a program manager to provide daily support to consultants, stakeholders, and the APO Secretariat;
- c. Act as a liaison in relation to the activities mentioned in Part 3. Scope, Methodology, and Time Frame;
- d. Provide budget not met by the APO;
- e. Make all local arrangements for the project; and
- f. Ensure smooth implementation of the project in the country.

##### **APO**

- a. Design the approach/methodology of the project;
- b. Assign an international consultant(s);
- c. Coordinate and carry out discussions with both the consultant(s) and MPO;
- d. Monitor the overall project;
- e. Take necessary corrective actions to achieve the objective; and

f. Provide administrative and financial support.

**5. Financial Arrangements**

The APO will meet all costs related to assigning an international consultant(s), while the MPO will be responsible for all local implementation costs.

**6. Final Project Output**

The project is expected to deliver a proposed MPO Institutional Capability Development Plan to restructure and strengthen the MPO's capabilities in spearheading the national productivity movement.

Follow-up activities such as monitoring the implementation of the MPO Institutional Capability Development Plan will be undertaken to check the progress and results.



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