

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 National Productivity Organizations (NPOs) and other key productivity institutions in developing national productivity roadmaps and/or institutional development plans for NPOs and other related topics. It aims to foster the centrality of productivity in the policies of APO members and in the strategies and action plans of NPOs.

1. Scope

The SNP provides policy advisory services through the development of national productivity policies or master plans formulating and/or revising productivity strategies, targets, initiatives, etc. as well as addressing other requirements of a well-functioning national productivity movement.

2. Methodology

- a. Policy advisory projects are 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 two main components of assessment of the current situation and development of a digital transformation consultancy roadmap for model factories (MFs) and its monitoring framework.
- c. The project is carried out through data collection/analysis, research and analysis, visiting and holding consultative meetings with stakeholders, proposing recommendations, and strengthening capacity in implementation, dissemination, and other relevant activities within the deliverables and methodology agreed by the APO Secretariat and recipient member/NPO. The activities may be conducted in any modality deemed most feasible and appropriate, with priority given to face-to-face arrangements.
- d. The digital transformation consultancy roadmap for model factories and its monitoring framework will be submitted 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 data, conducting analysis/diagnosis, confirming data/information with stakeholders including conducting interviews, finalizing the roadmap report, and organizing dissemination activities, 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 and experience in designing, implementing, and consulting on digital transformation projects for public and private organizations; proven know-how and contributions in the area of digital transformation and lean manufacturing; and strong understanding of lean principles, including waste reduction, value stream mapping, continuous improvement, and kaizen.
- b. Proficiency in various digital technologies, such as cloud computing, data analytics, AI, and automation tools, with the ability to manage digital transformation projects effectively, including planning, scheduling, and resource allocation.

- c. Expertise in guiding organizations through cultural and organizational changes that accompany digital and lean transformations.
- d. Analytical abilities such as proficiency in analyzing data to derive insights and inform decision-making during the transformation journey and skill in defining and measuring key performance indicators (KPIs) to track the progress and success of transformation initiatives.
- e. Excellent English verbal and written communication skills to convey complex technical concepts to nontechnical stakeholders as well as ability to build and maintain relationships with NPOs and other stakeholders throughout the development of the transformation roadmap.

Notes:

The detailed scope of work is provided in the Request for Proposal (RFP), which can be found at the following link: <https://www.apo-tokyo.org/procurement-notice/>.

The selection of the participating individual or institutional resource person(s) 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

To be met by the APO

- a. Expenses for assignment of resource persons.
- b. Financial support to NPOs to meet part of local implementation costs (up to USD10,000.00).

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 to the APO Secretariat at one time, no later than three months after the completion of the project. 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.

6. Implementation

NPOs and APO Secretariat

- a. Based on the approved proposal and consultation with the applying member, a PIP will be developed detailing the objectives, time frame, steps, and deliverables of the project. The PIP serves as the main reference for project implementation.
- b. If a project is cancelled after the issuance of a PIP, any costs incurred must be borne by the applying

member.

- c. An evaluation report should be submitted to the APO Secretariat upon completion of the project.

Resource Persons

- a. Implementing the project as per the agreed deliverables, duration, arrangements, etc.
- b. Maintaining close consultation with the APO Secretariat and implementing NPO.

7. Actions by APO Members

- 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 together with the resource person(s).
- b. Assign a resource person(s).
- c. Coordinate and carry out consultations with the resource person(s), NPO, and related parties.
- d. Monitor overall project implementation.
- e. Provide administrative and financial support.