



Development of the APO Post-2025 Vision

24-IN-08-GE-RES-A-AP02

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. The year 2026 marks the 65th year since the APO's founding. Along with this milestone, the APO is also set to embark on a new chapter, with its current vision ending in 2025. In May 2024, the 66th Session of the APO Governing Body endorsed the recommendations from the APO Vision 2025: Pause-and-reflect (P&R) Activity, including a proposal to carry out the post-2025 visioning exercise.
5. Utilizing the lessons learned from the implementation of the APO Vision 2025, the P&R activity proposed a framework for the development of the post-2025 vision following the principles of results-based management. The development of the post-2025 vision requires the incorporation of the following three principles: policy coherence; improved performance; and demonstrable results. To achieve this, the proposed framework emphasized the first important step of understanding the problems to be addressed by conducting a need assessment, which then would inform the design and development of the next strategy, including indicative program plans. The P&R activity emphasized that demonstrable results would entail: 1) strong linkage between policy and APO programming; 2) responsiveness to members' needs in relation to APO roles; and 3) alignment with what the APO and NPOs do.
6. The APO Post-2025 Vision Steering Committee will oversee the post-2025 visioning exercise, comprising APO Directors/APO Alternate Directors. The APO Post-2025 Vision Steering Committee will provide final endorsement of the vision document/strategic plan, including indicative program plans, for the consideration of the Governing Body.

Objectives and Key Outputs and Activities

7. The APO post-2025 visioning exercise aims to develop a vision document/strategic plan that benefits from comprehensive analyses and deliberation as guided by the principles of results-based management linking demonstrable results with policy coherence and improved performance. The exercise also envisions a participative approach where APO stakeholders take part in mapping relevant

priorities, strategies, and emerging trends that will ensure that the APO remains relevant in the post-2025 environment while keeping true to its mission. Finally, the APO post-2025 visioning exercise will ensure that the next vision document/strategic plan incorporates the best practices and lessons learned from the implementation of the APO Vision 2025. The main activities include, but are not limited to, the following:

- 7.1 The end-term review of the APO Vision 2025 will be an essential input for understanding whether the programs and initiatives implemented under the APO Vision 2025 achieved their intended objectives and how these can be carried forward into the post-2025 vision.
 - 7.1.1 Using the standard evaluation criteria¹ of relevance, efficiency, effectiveness, coherence, impact, and sustainability, assess the strategic thrusts and strategies in the APO Vision 2025 both in terms of national and regional initiatives, taking into account the evolving regional and global contexts (e.g., effects of the COVID-19 pandemic).
 - 7.1.2 Assess the implementation strategies including partnerships and cooperation and determine to what extent the focus areas have enabled the APO to perform its roles and contribute to the Vision 2025.
 - 7.1.3 Assess/audit high-level data in the current vision and determine relevance to the next vision.
 - 7.1.4 Assess the institutional mechanisms for implementing the APO Vision 2025, including its programs/projects and related initiatives.
 - 7.1.5 Provide strategic and operational recommendations for the implementation of the post-2025 vision document.
- 7.2 Consultations and Stakeholder Engagements. Based on inputs from the need assessment conducted separately, relevant reviews and evaluations of APO programs, and the APO Vision 2025 itself, including other related analyses and policy directives from APO members, a series of consultative workshops will be conducted with internal and external APO stakeholders to refine the priorities post-2025 and design corresponding program plans. The process is also expected to prompt discussions on how existing APO programming and modes of engagement could be more responsive and flexible to address identified needs/gaps while balancing them with APO priorities.
 - 7.2.1 First consultative workshop. Dialogues with external stakeholders such as other international organizations, nonmember governments (who can potentially be APO members), academic and research institutions, think tanks, civil society organizations, and the private sector, among others, are also expected to add benefits to the process of conveying recommendations to refine existing APO initiatives and identify new ones.
 - 7.2.2 Second consultative workshop. It is imperative that at the onset of planning for the next vision document/strategic plan, key internal stakeholders are not only consulted but are active players in designing and refining strategies for the APO post-2025 vision. This is a critical step to foster ownership. The second consultative workshop will convene internal APO stakeholders such as APO Directors, APO Alternate Directors, NPO Heads, Liaison Officers, APO Secretariat, and other relevant internal stakeholders and will serve as a venue to initiate the process of prioritization or mapping of priorities and strategies based on the initial inputs of the need assessment and related analyses.
 - 7.2.3 Third consultative workshop-cum-strategic planning workshop with the Steering Committee. The final consultative workshop will consolidate inputs from the first and second workshops, enabling the APO to draft the initial vision document/strategic plan, including indicative program plans.
- 7.3 Development of the vision document/strategic plan, including indicative program plans. The next vision document/strategic plan will serve as the final output of the post-2025 visioning exercise. It is expected to explain where the APO wants to go by a designated timeline. Taking into consideration the P&R recommendations, the post-2025 vision will provide a clear theory of change and result framework communicating the intended changes the APO expects to see through the strategies and initiatives it will pursue. It will clearly define the intended beneficiaries and partners

¹In 2024, an independent impact evaluation was conducted. To ensure that efforts will not be duplicated, this end-term review will focus more on the evaluation criteria of relevance, coherence, efficiency, and sustainability following the evaluation objectives outlined above.

for each intervention. More importantly, the post-2025 vision will develop an M&E framework to guide the Secretariat, NPOs, and APO members in tracking progress and achievements as well as best practices and lessons learned. The M&E framework will also facilitate how findings and recommendations from learning and evaluation exercises are fed back to inform decisions and continuous improvement.

Scope of Services

8. The external professional (individual or firm) will provide the following services:
 - 8.1 Give high-quality, independent, professional advice and expertise to ensure that the objectives of the post-2025 visioning exercise are met.
 - 8.2 Review all related literature provided by the APO Secretariat, including but not limited to the need assessment report, impact evaluation report, and other relevant program reviews.
 - 8.3 Prepare a work plan to ensure timely delivery of the desired outputs, detailing the approach/design, specific activities, corresponding number of working days, timelines, and persons in charge.
 - 8.4 Design and facilitate the three consultative workshops to ensure that the objectives of each are achieved.
 - 8.5 Prepare the necessary documentation of the three consultative workshops as inputs for drafting the vision document/strategic plan.
 - 8.6 Present progress of the exercise to the 67th GBM in May 2025.
 - 8.7 Draft the vision document/strategic plan, including indicative program plans.
 - 8.8 Incorporate feedback and finalize the vision document/strategic plan, including indicative program plans.
 - 8.9 Hold meetings and debriefing sessions with the APO Post-2025 Vision Steering Committee and the APO Secretariat.

Reporting Requirements

9. Following the Scope of Services, the external professional (individual or firm) will submit the following documents and reports:
 - 9.1 Work Plan-cum-Inception Report. The workplan-cum-inception report will detail how the post-2025 visioning exercise will be undertaken following the outlined objectives and key outputs above. It should include the approach, specific activities, corresponding number of working days, timelines, and persons in charge.
 - 9.2 End-term review 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.
 - 9.3 Documentation of the Consultative Workshops. Documentation for each consultative workshop will be submitted after each activity.
 - 9.4 Draft vision document/strategic plan, including indicative program plans. The format will be agreed with the APO Secretariat but will minimally include the following: a) Introduction; b) Problem Analysis; c) Theory of Change; d) Results Framework; e) M&E Plan; f) Communications Plan; and g) Indicative Program Plans.
 - 9.5 Final vision document/strategic plan, including indicative program plans. This incorporates suggestions and comments from relevant APO stakeholders on the draft version for endorsement of the Steering Committee.

Team Composition, Qualifications, and Responsibilities

10. The external professional will be either a team of professionals or a firm, with the following qualifications:
 - 10.1 Top-notch professionals/consulting firm with a proven track record in strategic planning, research, activity design, data analysis, and M&E, as well as delivering technical assistance related to socioeconomic policy and analyses;

- 10.2 Top-notch professionals/consulting firm with deep understanding of and expertise in regional governance, global or public policy, economic development, economic sectoral cooperation, innovation, sustainable development, etc.;
- 10.3 The team is expected to be led by a team leader with at least 10 years of demonstrated expert knowledge and practical experience in the areas of strategic planning and regional governance and/or global/public policy and a tertiary degree and qualifications in relevant fields;
- 10.4 Corresponding experts are expected to assist the team leader and have at least 10 years of demonstrated expert knowledge and practical experience, including but not limited to experience as productivity experts, M&E experts, communications experts, or project coordinators (for the consultative workshops);
- 10.5 Excellent writing and communication skills for building rapport, facilitating participation, and effective presentation of results, especially during the consultative workshops;
- 10.6 Familiarity with the APO, NPOs, and productivity initiatives in the Asia-Pacific and beyond;
- 10.7 Ability to plan, prioritize, and produce quality outputs on time;
- 10.8 Ability to engage with different multicultural stakeholders; and
- 10.9 Ability to work under pressure while maintaining a high degree of professionalism.

Indicative Schedule

- 11. The post-2025 visioning exercise will be conducted from October 2024 to December 2025, with the final vision document/strategic plan submitted to the Governing Body by circulation for approval in December 2025.
- 12. The consultancy will be undertaken over a period of up to 200 person-days over approximately 15 calendar months of professional services. Work will commence immediately after contract signing.

Indicative Key Activities	2024						2025												2026	
	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	
				65th WSM							67th GBM	LOM				66th WSM				
Mobilize for the development of post-2025 vision (by external professional)																				
Conduct need assessment (24-RC-16-GE-RES-A: Research on Assessing the Needs of APO Member Countries)																				
Report progress to the 65th WSM																				
Complete need assessment																				
Conduct first stakeholder consultation (hybrid) (with external stakeholders)																				
Conduct end-term review of the APO Vision 2025																				
Complete of end-term review of the APO Vision 2025																				
Report progress to the 67th GBM																				
Conduct second stakeholder consultation (hybrid) (with internal stakeholders; to coincide with the LOM)																				
Draft the post-2025 vision and indicative program plans																				
Conduct third stakeholder consultation (face-to-face) (with Steering Committee)																				
Report progress to the 66th WSM																				
Submit the post-2025 vision and indicative program plans (out-of-session submission)																				
Endorse the post-2025 vision and indicative program plans (out-of-session approval)																				
Implement APO programs under the new vision																				