



PROJECT NOTIFICATION

PN Issue Date	13 February 2020
Project Code	20-RP-16-GE-SNP-C
Title	Specific National Program (SNP) for Member Countries
Timing	One year commencing from 24 February 2020
Duration	From one to several weeks, depending on the type of activity
Venue	Member countries
Implementing Organization(s)	APO Secretariat
Target Country(ies)	All member countries
Closing Date for Applications	1 June 2020

1. Objectives

- a. To assist APO member economies in meeting the prerequisites for sustaining productivity improvement and ultimately creating well-functioning institutional settings for national productivity drives; and
- b. To support member economies in advancing national productivity agendas and implementing key interventions to achieve national productivity goals.

2. Background

Sustaining productivity growth is a central theme of the economic development policies of every country. All aggregate determinants of economic growth, particularly labor and total factor productivity growth, affect the standard of living. This underlines the significance of mainstreaming productivity improvement in development agendas. In addition, the ability to improve the quality of products or services or to find ways to create better ones is closely related to economic transformation. Agility, which is correlated with the ability to foresee future changes and to quickly adapt and seize opportunities to create new products, services, and business models, is needed to sustain economic progress. Agility also makes the linkage between productivity and innovation stronger.

The interconnections among productivity improvement, economic development, innovation capacity, and better standards of living are obvious. For those interconnections to be functional, a set of preconditions must be met. The institutionalization of productivity enhancement within the overall development policy is one of the most important. Policies supporting the creation of a favorable environment for innovation, including those facilitating business-model innovations, are necessary. Subsidies for education, establishing industry–academia linkages, and promoting innovation in public services can also be significant in improving productivity through innovation. There is, however, no single reform path to inject more productivity into the economy. A holistic approach is needed to strengthen institutional capability and establish hard and soft infrastructure for productivity- and innovation-led growth.

National productivity movements require the appropriate institutional setting to reach the three main target groups: the workforce; enterprises; and emerging growth sectors. Endeavors to increase institutional capacity must consider multiple requirements from a macro perspective with long-term dimensions. This is in line with the primary role of the APO to contribute to the sustainable socioeconomic development of member economies through enhancing productivity and competitiveness. The APO is also working to strengthen its policy advisory role on productivity through all possible avenues. The objective is not simply improved productivity and national competitiveness but also greater inclusiveness and enhanced well-being of citizens. The latter has particular significance in achieving broad-based productivity improvement, which is also the essence of the concept of sustainable productivity growth.

3. Scope, Methodology, and Duration

The SNP will support the implementation of the following activities:

- a. Policy advisory
A program implemented for up to six months aiming to develop and/or improve the productivity policy framework as well as other prerequisites for the national productivity movement.
- b. Study mission
A visit of up to five working days to organizations/institutions in APO member countries to facilitate the development/implementation of an ongoing/completed advisory project where participants are the key stakeholders involved in the development of the advisory project and/or in the implementation stage.
- c. Follow-up program
An intensive (up to ten working days) program such as dissemination workshop/seminar, workshop, conference, etc. supporting the implementation of a completed advisory project.

4. Priority Areas

The following are the priority areas to be covered:

- a. Development of national productivity roadmaps/master plans including related action plans, policy papers, etc.;
- b. Formulation of productivity, quality, and innovation policy frameworks together with their action plans;
- c. Establishment of sectoral (agriculture, industry, service, public sector, etc.) and/or regional policy frameworks to increase productivity and competitiveness;
- d. Alignment of national productivity improvement plans with long-term development agendas;
- e. Mainstreaming productivity and innovation in national development plans;
- f. Strengthening policy frameworks related to national R&D systems; and
- g. Policy frameworks for public-sector productivity.

5. Application and Implementation Procedure

Application

- a. A proposal must be submitted before the deadline to the APO Secretariat explaining in detail the background/rationale, objectives, expected outcomes, itemized budget, and breakdown of activities (see Attachment 1). Proposed activities for policy advisory including its subsequent activities can be separated into several project phases implemented in multiple years if necessary. The proposal should also contain information on the structure of project management when applicable, particularly when the activities involve a number of agencies or organizations (for advisory and its follow-up).
- b. The proposal should contain adequate information with sufficient clarity on the linkage between one activity such as policy advisory to follow-up activities.
- c. The submitted proposal may be subject to revision in consultation with the APO Secretariat to ensure clarity before final approval.
- d. After satisfying the evaluation criteria in Attachment 2 and making any necessary revisions, the submitted proposal will be discussed by a selection committee within the Secretariat. If the proposal is approved, the detailed arrangements will be incorporated in a project implementation plan (PIP). Conditional approval may be given, and implementation will not commence until the conditions are met. The three types of activities applicable under this project cannot be applied for separately.

Implementation Procedure

- a. Based on the approved proposal and consultation with applying member countries, a PIP will be developed detailing the objective, time frame, stages, deliverables, etc. of the project including specifying the connection between activities. This document will serve as the main reference for the implementation of the project.
- b. The tentative program, timing, intended country/organizations to be visited, list of delegates, etc. of the study mission may be included as an annex to the PIP.
- c. For a study mission, the selected member country will nominate qualified participants and their number will depend on budget availability and prior consultation with the Secretariat. Self-financed participants may be considered depending on agreement with the host country. Prior consultation with the host NPO may be required.
- d. The NPO of the host country is expected to meet the study mission expenses of per diem allowances, hotel accommodations, and transportation between the airport and hotel initially, which will be reimbursed later by the APO upon submission of invoices along with supporting documents. This arrangement has been made for smoother management of overseas payments by the APO. 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.
- e. If a project is cancelled after the issuance of a PIP, any costs incurred should be borne by the applying member country.

- f. At the completion of each activity, a comprehensive evaluation report should be submitted detailing project performance to achieve the objectives which will be conducted as specified in the PIP.

6. Financial Arrangements

To be met by the APO

Policy Advisory and Follow-up Program

- a. All costs for assigning international resource persons.
- b. Financial support to meet part of local implementation costs (up to USD10,000).

Study Mission

- a. The participating member country may nominate up to six participants for the study mission to be sponsored by the APO.
- b. Round-trip discounted economy-class international airfare by the most direct route between the international airport nearest to participants' place of work and the venue(s) including domestic airfare. If a selected participant holds the rank of APO Director/Alternate Director, minister/vice minister, or NPO Head, the APO will provide discounted business-class airfare with all related taxes. All participants should take the same flight. Participants are expected to travel only to the member country approved by the APO. Participants are not allowed to travel to destinations not covered in the approved project including stays at stopover sites even if it does not entail additional cost to the APO. In the case of downgrading from business-class to economy-class tickets for any reason, the APO will not cover any compensation or extra payment to participants.
- c. Per diem allowances and standard single-room hotel accommodations for participants for up to six days.
- d. Round-trip transportation between the airport and hotel at the venue in the country visited.

Note: Please refer to the revised "Guide on Purchase of Air Tickets for APO Project Participants" (see Attachment 3) for further details.

To be met by NPOs/partner organizations/implementing country

Policy advisory and Follow-up Program

- a. All local implementation costs not covered by the APO.
- b. Other implementation and administrative costs including for personnel and items related to preparation and postproject activities.

Study Mission

- a. Overseas travel insurance covering the countries to be visited for the entire duration of the project and travel should be met by participants or participating countries. It is necessary to secure a minimum of USD10,000.00 in comprehensive travel insurance coverage. Neither the APO nor the implementing organization will be responsible for any eventuality arising from accident or illness.
- b. In case of a cancellation by the requesting NPO after the issuance of the Letters of Acceptance to participants, the concerned NPO is requested to meet all the costs associated with the cancellation.
- c. Translation/interpretation costs, if required.
- d. Additional per diem allowances and hotel accommodation due to early arrival or late departure.
- e. Participating country expenses (PCEs) will be charged if participants represent/are employees of a large company in the private sector.

To be met by the host country

Study Mission

- a. Logistic support/cost for organizing the mission.
- b. All other local implementation costs not covered by the APO.

7. Actions by Member Countries

- a. Submitting proposals containing all necessary information required for approval including time frame and structure of the project management unit, if necessary;
- b. Appointing (at least) one NPO staff member to act as the focal contact point with the APO Secretariat and host NPO, who will be responsible for all necessary actions before and after the project as well as liaising with the partner organization(s); and
- c. Preparing, managing, and monitoring all tasks related to specified activities detailed in the approved proposal.

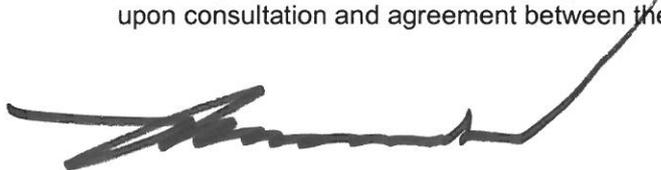
8. Actions by the APO Secretariat

- a. Design the approach/methodology of the project;
- b. Assign international resource person(s) or a consultant(s);
- c. Coordinate and carry out consultations with the resource person(s), NPOs involved, and related parties;
- d. Manage and coordinate the activities of parties involved including the NPO hosting a study mission as well as administrative tasks such as issuing Letters of Acceptance for the mission;
- e. Monitor the overall project; and
- f. Provide administrative and financial support.

8. Postproject Actions

The project is expected to create well-functioning institutional settings for national productivity drives and competitiveness enhancement while strengthening the institutional capacity of NPOs.

Follow-up activities such as monitoring and evaluating the impact of the project will be determined later upon consultation and agreement between the NPOs involved and APO Secretariat.



Dr. AKP Mochtan
Secretary-General

SPECIFIC NATIONAL PROGRAM (SNP) PROPOSAL

The first part of the proposal should give a basic summary of the proposed project including but not limited to:

- a. Project title
- b. Name of implementing agent(s) if the NPO is not the only organization involved
- c. Project location
- d. Proposed starting date
- e. Project duration
- f. Budget amount requested (please specify the details in a separate sheet)

The project proposal must also cover the following descriptions (refer to the explanation below in completing this part):

- a. Background and justification of the project
- b. Objectives of the project
- c. Details of the activities/subactivities with their specific time frames
- d. Expected results of the project
- e. Project implementation and management
- f. Project budget

1. Background and Justification

This section should provide a brief introduction to the context/circumstances where intervention is needed. The background should also describe:

- a. The problem or critical issue the proposal seeks to resolve
- b. How the proposal relates to other relevant national development initiatives, strategies, and policies
- c. Whether other programs and activities complement the proposal
- d. How the need for the project was determined
- e. How intended beneficiaries were involved in project identification and planning

2. Objectives

This section should indicate the specific national, regional, sectoral, social, and economic objectives (depending on the context of the project) that the proposal, if approved, is expected to help achieve and how this is expected to contribute to improved overall productivity and competitiveness.

This section should describe what the project is expected to achieve in terms of effects among intended beneficiaries. Specifically, it should discuss the changes expected among intended beneficiaries if project implementation is successful.

3. Project Implementation and Management Plan

A. Expected project results

This section should describe the overall results that the project is expected to achieve, whether there may be unintended effects of the project, and how these possible effects will be addressed.

B. Project activities and work plan

This section should describe how each immediate project objective will be met in terms of planned activities, their timing and duration, and who will be responsible for each activity. This can be summarized in a simple table.

C. Project beneficiaries

This section describes who and how many are expected to benefit from the project, both directly and indirectly. It should also discuss how the intended beneficiaries were involved in project design and their expected roles in project implementation and evaluation.

D. Implementing agent and management of the project

This section should describe:

- a. Who will be responsible for the planning and management of project operations as well as the roles of other bodies and organizations associated with the project
- b. Arrangements to ensure effective coordination with other relevant programs and activities

This section should also discuss whether project operations are expected to continue or expand to other areas or sectors once the current phase of assistance is completed. This could include plans for introducing self-financing provisions to ensure the continued viability of operations after project completion.

4. Project Evaluation

This section should discuss proposed mechanisms and procedures for the monitoring of project operations to ensure that activities occur as planned, that they remain directed toward stated objectives, and that appropriate corrective action is taken if required.

5. Budget

The budget for SNP projects should detail the costs incurred for any relevant activities within the indicated time frame, which may include:

- Local costs
- International resource persons
- Costs for study mission
- In-country training including costs of individual and group training

EVALUATION CRITERIA

The proposed project should fulfill the following criteria to be approved for implementation:

1. Is the project aligned with the goals and objectives of the APO vision or other high-level development goals in the country?
2. Does the project support the national priorities of the government/NPO related to productivity and competitiveness enhancement?
3. Are the objectives and activities of the proposed project not covered by a regular government program?
4. Are the objectives and activities of the proposed project not covered by existing APO multicountry projects or Category C programs?
5. Are the objectives and target outcomes of the project clearly identified?
6. Do the activities identified support the objectives and target outcomes?
7. Do the cost estimates reflect the true value of goods and services to be used in project activities?
8. Is the counterpart contribution of the NPO to the project identified and correctly valued?
9. Is the time frame of the project realistic to achieve the objectives and target outcomes?
10. Is the implementation and reporting mechanism clearly defined?
11. Is the monitoring and evaluation mechanism adequately defined?

GUIDE ON PURCHASE OF AIR TICKETS**With effect from 1 January 2019**

The APO arranges round-trip discounted economy-class air tickets by the most direct route between the international airport nearest to participants' place of work and the international airport nearest to the venue of the project for study missions. The air tickets enable participants' timely arrival (one day before project commencement) and departure (one day after project completion).

Please note the following procedures:

1. Participants must send copies of their passport pages showing their photo, name, passport number, other details, and signature to the APO Secretariat, with a copy to Liaison Officers, once their participation is confirmed through receipt of a Letter of Acceptance.
2. The APO Secretariat will coordinate with its officially designated travel agent in Japan to arrange the air tickets for selected participants upon receipt of the participants' passport copies.
- ~~3.~~ Confirmed flight itineraries and e-tickets will be sent to the participants by the APO.
4. The APO will meet the cost of international air travel including fuel surcharges, security charges, and airport taxes. All payments will be made by the APO directly to the travel agent.
5. Participants must obtain the necessary visas at their own expense.

