



PROJECT NOTIFICATION

Reference No.: 29

Date of Issue	26 December 2022
Project Code	23-SN-01-GE-OSM-C
Title	Individual-country Observational Study Missions (IOSM)
Timing	1 January 2023–31 December 2023
Hosting Country(ies)	All Member Countries
Venue City(ies)	All Member Countries
Modality	Hybrid In-country
Implementing Organization(s)	National Productivity Organizations (NPOs) and APO Secretariat
Participating Country(ies)	All Member Countries
Overseas Participants	Up to 15 for a virtual activity or six for a face-to-face activity
Local Participants	Not Applicable
Closing Date	Please refer to the Remarks column
Remarks	First Closing Date for Application: 31 March 2023 Second Closing Date for Application: 30 June 2023

Objectives	<ul style="list-style-type: none"> - Provide a platform for collaborative learning among APO members. - Address critical needs of members in undertaking national initiatives or implementing productivity enhancement strategies and policies through hands-on learning and exchanges of best practices. - Strengthen the collaborative networks among members.
Rationale	The diverse and unique strengths of each APO member offer the potential for collaboration for mutual, collective benefits. The Individual-country Observational Study Missions (IOSM) Program provides opportunities for members to tap each other's strengths to inspire and guide the development of strategies, policies, and action plans for new initiatives and/or evolving ideas that are critical for development.
Background	<p>Strengths and advancements of each APO member in certain area of productivity improvement are potential to be deployed for boosting productivity endeavor in other members. Continuous approach in tapping up each other's strengths can sustain productivity initiative particularly through scaling up the overall multiplier effects. This can finally materialize productivity progress in all members.</p> <p>The IOSM Program provides opportunities for APO members to learn from each other and exchange best practices to address national development needs, implement productivity enhancement policies, and facilitate cooperation. The IOSM Program facilitates in-depth discussions on current productivity topics, effective private-sector strategies and policies, and key success factors in implementing new, nationwide initiatives. IOSM projects are implemented at the request of APO members, but may be offered proactively by the APO Secretariat through centralized coordination and arrangements between sending and hosting countries.</p>
Topics	<ul style="list-style-type: none"> - Topics required by the sending country based on national development needs. - Emerging productivity-related trends and issues in the industry, service, agriculture, public, and other sectors enabling members to be more productive and competitive. - Topics related to the strategic thrusts of APO Vision 2025.
Outcome	<ul style="list-style-type: none"> - Innovative ideas on productivity enhancement can be exchanged and shared. - Enhanced capacity of sending countries in formulating productivity improvement policies. - Enhanced cooperation networks among sending and hosting countries through follow-up activities.
Qualifications	Senior government officials and policymakers; executives of businesses, labor unions, chambers of commerce and industry, and SMEs; women entrepreneurs; and those working with people with different abilities.

Please refer to the implementation procedures circulated with this document for further details.



Dr. Indra Pradana Singawinata
Secretary-General



IMPLEMENTATION PROCEDURES FOR APO IN-COUNTRY PROGRAMS (revised 1.0)
Effective from 1 January 2023

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General Information

1. Introduction

The APO plays key roles as an institution builder by strengthening the ability of National Productivity Organization (NPOs) and other institutions to promote productivity, provide training, and offer capacity building services to the public and private sectors. It also serves as a regional adviser, surveys the economic and development policies and performance of each member, and assists in formulating strategies for enhanced productivity and competitiveness. These efforts are covered through number of projects under In-country Programs designed to meet members' specific needs. This implementation procedures provides the detail information of each specific project under the Programs.

2. Application Procedures

a. Submission of Applications

- i. APO members applying project(s) under In-country Programs should complete and submit the relevant application form provided in the Attachments. The applications should include all necessary details and be submitted by the deadlines specified in Project Notifications.
- ii. Applications should be submitted by the APO Liaison Officer with an endorsement from the APO Director/Alternate Director or NPO Head.
- iii. The APO Secretariat requires lead time for arrangements and preparations: up to two months for a virtual activity and three months for a face-to-face activity.

b. Review of Applications

Applications are reviewed immediately after receipt by the APO Secretariat. Consideration for approval will include assessments of clear, tangible benefits and impact of the projects for member economies.

3. Modality of Implementation

Virtual

- a. Activities will be conducted in the virtual modality when in-person attendance of either participants or resource persons is not required.
- b. A virtual session may also be conducted as a preparatory activity before a face-to-face meeting or as a consultative, trouble-shooting mechanism among National Productivity Organizations (NPOs), participating/recipient organizations/firms, resource persons, and the APO Secretariat.
- c. Virtual sessions will use videoconference platforms designated by the APO Secretariat or implementing NPO.
- d. The duration of virtual sessions is around four hours/day.
- e. NPOs, resource persons, and other stakeholders should use their own devices, applications, and internet connections to participate in 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 requesting member economies to conduct assigned tasks.
- b. NPOs, resource persons, and other relevant stakeholders participate and engage in face-to-face interactions.
- c. The duration of a face-to-face session is around eight hours/day.

Specific Information

Individual-country Observational Study Missions (IOSM)

About IOSM

The IOSM Program facilitates study and observational visits from one APO member to another on recent developments and best practices in a particular area of interest relevant to productivity promotion. The program allows learning of best practices through dialogues, presentations, and site visits, enabling the sending member to understand the key success factors in implementing new, nationwide initiatives effectively.

1. Scope

The program comprises orientation sessions, visits to private enterprises and government agencies, interactive discussions, and postmission evaluation and will be conducted on the following topics:

- a. Topics required by the sending member based on national development needs. Where applicable, priority will be given to missions related to the APO Vision 2025, including the centrality of productivity, sustained productivity growth, robust innovation ecosystems, inclusive engagement, and shared prosperity.
- b. Emerging productivity-related trends and issues in the industry, service, agriculture, and public sectors as well as other relevant sectors enabling member economies to be more productive and competitive.

2. Financial Arrangements

To be met by the APO

Virtual

- a. Honorarium for up to two local resource persons.
- b. Translation/interpretation costs, if required.
- c. Up to USD2,000.00 for videorecording of the virtual site-visit/presentation session(s), if required.

Face-to-face

- a. Honorarium for up to two local resource persons.
- b. Translation/interpretation costs, if required.
- c. Round-trip discounted economy-class international airfare by the most direct route between the international airport nearest to the place of work and venue(s). All participants should take the same flight. Participants are expected to travel only to the APO member approved by the Secretariat. 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.
- d. Per diem allowances for up to six days and standard single-room hotel accommodations for up to six nights for up to six participants in IOSM projects involving five working days.
- e. Transportation expenses between the airport and hotel and for site visits in the host member.

To be met by the sending member (face-to-face activities only)

- a. Overseas travel insurance covering the member to be visited for the entire duration of the project and travel should be met by participants or sending member. It is necessary to secure a minimum of USD10,000.00 in comprehensive travel insurance coverage to cover accident, illness, hospitalization, death, and specific expenses related to COVID-19 such as medical treatment, extension of stay due to quarantine, repatriation, and flight rescheduling/cancellation. Neither the APO nor the implementing organization will be responsible for any eventuality arising from accident, illness, or COVID-19.

- b. In case of a cancellation by the sending member after the issuance of the Letters of Acceptance to participants, the sending member should meet all costs associated with the cancellation.
- c. Additional per diem allowances and hotel accommodation due to early arrival and late departure, if applicable.
- d. Participating Country Expenses (PCEs): PCEs will apply to IOSM participants from large, profit-making organizations (non-SMEs). The applicable rate is USD150.00/participant for the virtual modality and USD200.00/participant for the face-to-face modality.
- e. Any other expenses not met by the APO and host member.

To be met by the host member

Virtual

All local implementation costs not covered by the APO.

Face-to-face

- a. In case of a cancellation by the host member after the issuance of Letters of Acceptance to participants, the host member should meet all costs associated with the cancellation.
- b. All other local implementation costs not covered by the APO.

Expense reimbursement and mission postponement/cancellation

- a. For face-to-face activities, the host member 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.
- b. If any selected mission cannot be completed, the sending member is requested to inform the APO and the host member promptly of the reason for the request for postponement/cancellation. Member economies are reminded that any last-minute postponement/cancellation is likely to result in the host member incurring unnecessary expense as well as creating administrative and coordination issues and therefore must be avoided.

3. Duration

Virtual

The maximum project duration is three working days.

Face-to-face

The maximum project duration is five working days.

4. Implementation

- a. IOSM projects comprise orientation sessions, visits to private enterprises and government agencies, interactive discussions, and postmission evaluation.
- b. IOSM delegates may include senior government officials and policymakers overseeing the industry, service, agriculture, and public sectors, or those from other sectors with critical needs.
- c. Delegates may also be executives of 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.
- d. Each member may nominate up to 15 participants for virtual IOSM activities. For face-to-face missions, the number may be up to six to be sponsored by the APO. Self-financed participants may also be considered subject to the approval of the host member.

- e. 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.

5. Report Submission

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

6. Role of Host Member

Virtual

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

Face-to-face

- a. Arrange local transportation, hotel reservations, and other logistic arrangements.
- b. Propose up to two local resource persons, if necessary.
- c. Give a general overview of the host member.

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 economy needs for productivity improvement. The creation of multiplier effects for the national productivity movement is expected from this program.

1. Scope

- a. Train staff of NPOs and related organizations/stakeholders in requesting member economies in the core tools, techniques, and methodologies for productivity improvement.
- b. Provide consultancy services to resolve productivity-related problems in NPOs, public and private corporations, and organizations in the manufacturing, public, service, and agriculture sectors.
- c. Assign resource persons for international/national conferences, seminars, or special events related to the productivity movement in combination with other programs such as in-house training, seminars, and consultancy services.

2. Financial Arrangements

The following financial arrangements are applicable for both virtual and face-to-face modalities.

To be met by the APO

All assignment costs of overseas resource persons including airfare and daily subsistence allowances for the face-to-face modality.

To be met by member economies

- a. All local implementation costs.
- b. Interpretation costs, if necessary.
- c. Participating Country Expenses (PCEs): PCEs will apply if the request for a TES project is from a large, profit-making organization (non-SME). The applicable rate is USD150.00/service for the virtual modality and USD200.00/service for the face-to-face modality.

3. Duration

Virtual

The maximum project duration is six working days.

Face-to-face

The maximum project duration is 10 working days.

4. Implementation

- a. NPOs should assign a staff member to be closely involved in all stages of the implementation of TES projects. This is intended to encourage NPO staff to understudy the resource person(s) and ensure follow-up actions by NPOs after departure of the resource person(s) (for the face-to-face modality) and/or after the completion of virtual sessions.
- b. 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.

- c. 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.

5. Report Submission

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

6. Role of Recipient NPOs

Virtual

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

Face-to-face

- a. Arrange local transportation, hotel reservations, and other logistic arrangements.
- b. Provide an interpreter, if necessary.
- c. Give a general overview of the recipient member.

Specific Information

Bilateral Cooperation between NPOs (BCN)

About BCN

The BCN Program provides a platform for APO members to learn more about and share best practices to improve national productivity. It facilitates meetings between high-level policymakers and top NPO officials as well as observations of new productivity initiatives and interventions to assist members in becoming more productive and innovative.

1. Scope

- a. Learn about, benchmark against, and adopt the best practices of host NPOs on topics requested by sending NPOs and related to the APO Vision 2025, including sustained productivity growth, robust innovation ecosystems, inclusive engagement, and shared prosperity.
- b. Collaborate on and share experiences among NPO professionals.
- c. Visits by high-level policymakers and top NPO officials to study current trends and issues in productivity-related fields.

2. Financial Arrangements

To be met by the APO

Virtual

- a. Honorarium for up to two local resource persons.
- b. Translation/interpretation costs, if required.
- c. Up to USD2,000.00 for videorecording of the learning/presentation session(s), if required.

Face-to-face

- a. Honorarium for up to two local resource persons.
- b. Translation/interpretation costs, if required.
- c. Round-trip discounted economy-class international airfare by the most direct route between the international airport nearest to the place of work and venue(s). If a selected participant holds the rank of minister/vice minister or APO Director/Alternate Director/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 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.
- d. Per diem allowances for up to six days and standard single-room hotel accommodations for up to six nights for participants in BCN projects involving five working days.
- e. Transportation expenses between the airport and hotel and for site visits in the host member.

To be met by the sending NPO (face-to-face activities only)

- a. Overseas travel insurance covering the member to be visited for the entire duration of the project and travel should be met by participants or sending member. It is necessary to secure a minimum of USD10,000.00 in comprehensive travel insurance coverage to cover accident, illness, hospitalization, death, and specific expenses related to COVID-19 such as medical treatment, extension of stay due to quarantine, repatriation, and flight rescheduling/cancellation. Neither the APO nor the implementing organization will be responsible for any eventuality arising from accident, illness, or COVID-19.

- b. In case of a cancellation by the sending NPO after the issuance of the Letters of Acceptance to participants, the sending NPO should meet all the costs associated with the cancellation.
- c. Additional per diem allowances and hotel accommodation due to early arrival and late departure, if applicable.
- d. Any other expenses not met by the APO and host NPO.

To be met by the host NPO

Virtual

All local implementation costs not covered by the APO.

Face-to-face

- a. In case of a cancellation by the host NPO after the issuance of the Letters of Acceptance to participants, the host NPO should meet all costs associated with the cancellation.
- b. All other local implementation costs not covered by the APO.

Expense reimbursement and project postponement/cancellation

- a. For face-to-face activities, host NPOs are 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.
- b. If any selected delegate is unable to participate, the sending NPO is requested to inform the APO and host NPO promptly of the reason for the request for postponement/cancellation. Member economies are reminded that any last-minute postponement/cancellation is likely to result in the host NPO incurring unnecessary expense as well as creating administrative and coordination issues and therefore must be avoided.

3. Modality and Duration

- a. BCN projects will be conducted in the virtual, face-to-face, or hybrid (combined virtual and face-to-face) modality.
- b. Prior to onsite visits, sending and host NPOs are advised to hold virtual sessions to discuss the overall plans, including the targeted areas of bilateral cooperation and specific preparations required. The sending and host NPOs are also encouraged to hold virtual sessions after the visits to follow up the discussions held onsite. Therefore, a hybrid BCN project may comprise a series of virtual sessions (before and after onsite discussions) and one onsite visit.
- c. The schedule and implementation of face-to-face/onsite visits will depend on pandemic status and applicable travel restrictions as advised by host NPOs.
- d. Virtual sessions may also include introductory briefings on the BCN topics and/or by organizations/firms to be visited to prepare enable sending delegations for site visits. If required, the APO may assign resource persons to give virtual presentations on the BCN topics in virtual sessions as requested by sending or host NPOs.
- e. The schedules and sequences for virtual and face-to-face sessions are determined through discussions among sending and host NPOs and the APO Secretariat.
- f. The duration of a face-to-face onsite visit is up to five working days, and that of a virtual visit is up to three working days.

4. Implementation

BCN projects comprise orientation sessions, visits to private enterprises and government agencies, interactive discussions, and postproject evaluation.

- a. BCN delegates may include APO Directors/Alternate Directors/NPO Heads, and government officials.
- b. Each member may nominate up to 10 participants for virtual activities. For face-to-face projects, the number may be up to four to be sponsored by the APO. Self-financed participants may be considered subject to the approval of host NPOs.

5. 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.

6. Role of Host NPOs

Virtual

- a. Coordinate technical preparations for the digital platform to be used for BCN sessions.
- b. Propose up to two local resource persons, if necessary.

Face-to-face

- a. Arrange local transportation, hotel reservations, and other logistic arrangements.
- b. Propose up to two local resource persons, if necessary.
- c. Give a general overview of the host 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 resource persons and NPOs and the commitment of the target companies/organizations. Through capacity building on practical productivity knowledge and dissemination of the results, the program demonstrates good practices for other companies/organizations to embark on similar improvements.

1. Scope

Establish demonstration companies/organizations for applications of productivity concepts, tools, and techniques on topics related to the APO Vision 2025 such as sustained productivity growth, Green Productivity, robust innovation ecosystems, inclusive engagement, shared prosperity, and other topics meeting the needs of member economies.

2. Financial Arrangements

The following financial arrangements are applicable for both virtual and face-to-face modalities.

To be met by the APO

- a. All assignment costs of overseas resource persons including airfare and daily subsistence allowance for the face-to-face modality.
- b. Honorarium for one local resource person.
- c. Up to USD10,000.00 for dissemination-related activities (documentation, production of training manuals and dissemination materials, dissemination events, etc.). The budget details are explained in individual project implementation plans (PIPs).

To be met by NPOs

- a. Expenses for coordinating and implementing projects under DMP.
- b. Expenses for dissemination-related activities that are not covered by the APO. The budget details are explained in individual PIPs.

To be met by demonstration companies/organizations

- a. Expenses for logistic arrangements, including local travel costs of resource persons and expenses for interpretation.
- b. Costs associated with the purchase, installation, operation, and maintenance of equipment, if any.
- c. All other expenses not covered by the APO and NPOs.

Expense reimbursement and project postponement/cancellation

- a. With regard to the local implementation costs for dissemination activities, 50% of the APO share can be advanced after the PIP is issued.
- b. 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.
- 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 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 Examples of Expense Categorization in the table below).

- d. 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.

3. Duration

The maximum project duration is six months (virtual and face-to-face).

4. Implementation

Based on the approved proposal and consultation with applying member economies, a PIP will be developed as the main reference for 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

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

Stage 2. Implementation

- a. The resource person(s) implements the approved 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.
- b. 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.
- c. Duration: up to five months.

Stage 3. Evaluation and Dissemination

- a. 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.
- b. The implementing organization(s) takes the lead in planning, preparing, and conducting dissemination activities, ensuring multiplier effects of the project in the member. 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).
- c. 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.
- d. Duration: up to one month.

5. Roles and Responsibilities

Implementing organization(s)

- a. Assign a team in the implementing organization(s) to be fully involved in the project and later to be trained as local subject-matter experts.
- b. Coordinate the overall schedule for implementation of the project in the member.
- c. Provide, in addition to a coordinator(s), the necessary number of local resource persons to work as counterparts to the overseas resource person(s), if necessary.
- d. Arrange all logistic requirements relating to the project (e.g., local transportation, meeting room, interpretation, etc.) for the resource person(s).
- e. 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 the process of implementation, particularly the key performance areas.
- f. Coordinate and supervise the preparation of dissemination materials, such as a practical manual and multimedia record.
- g. Conduct a dissemination event(s) such as a workshop, seminar, and industrial visit(s).
- h. 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 member utilizing domestic talent, networks, and resources.

Demonstration Company(ies)/Organization(s)

- a. Assign a team and coordinator to work on the project.
- b. Accept and facilitate the training and consultancy services conducted by the resource person(s).
- c. 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.
- d. Implement suggestions and recommendations of the resource person(s) based on feasibility and document the results and outcomes of the improvement plans.
- e. Collaborate with the implementing organization(s) in preparing dissemination materials.
- f. Present the project activities and results during a dissemination event(s) for the benefit of other company(ies)/organization(s).
- g. Collaborate with the implementing organization(s) in preparing a final report for submission to the APO Secretariat.
- h. 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)

- a. Perform consultancy, training, and other duties in the areas specified in the productivity improvement plan.
- b. Monitor and evaluate the performance and progress of the productivity enhancement activities of the demonstration company(ies)/organization(s).

- c. Assist the implementing organization(s) in developing dissemination materials and organizing a dissemination event(s).

APO Secretariat

- a. Assign a resource person(s).
- b. Coordinate communication among the resource person(s), implementing organization(s), and demonstration company(ies)/organization(s) to ensure smooth implementation of the project.
- c. Monitor the progress of project implementation in consultation with the resource person(s) and implementing organization(s).
- d. 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.

6. Final Project Outputs

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

- a. A final report prepared by the implementing organization(s) in consultation with the demonstration company(ies)/organization(s).
- b. A practical manual for replication (in soft copies and/or printed hard copies) prepared by the implementing organization(s).
- c. 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/photos/documentation	Expenses related to development and publication of a manual such as photography, printing services, editing, etc.
	Translation/interpretation	Translation and/or interpretation
b. Multimedia record	Publication/photos/documentation	Expenses related to development of a multimedia record such as videorecording, audio/video editing, etc.
	Translation/interpretation	Editing, subtitling, and translation of videos
c. Meeting and dissemination event	Equipment/conference room	Equipment/conference room rental
		Conference package (e.g., venue rental and basic refreshments)
	Publication/photos/documentation	Production of printed material such as brochures, flyers, etc.
	Stationery/supplies	Pens, notepads, etc.
	Translation/interpretation	Translation and/or interpretation

*Examples are provided for the reference of implementing organizations. 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 customized policy consultancy services to NPOs and other key productivity institutions in developing national productivity roadmaps and/or institutional development plans for NPOs. It aims to foster the centrality of productivity in the productivity policies of APO member economies and in the strategies and action plans of NPOs.

1. Scope

The SNP provides policy advisory services through the development of national policies/master plans or NPOs' institutional roadmaps and accompanying action plans with the following focuses:

- a. National productivity master plans.
- b. Productivity, quality, and innovation policy frameworks and action plans to mainstream productivity and innovation in national development plans.
- c. Productivity-driven sectoral policy frameworks (agriculture, industry, service, and public sectors) to align with national development agendas.
- d. Productivity research to support specific members' productivity initiatives.
- e. NPO institutional capacity-building roadmaps including digitalization roadmaps.

2. Financial Arrangements

The following financial arrangements are applicable for both virtual and face-to-face modalities.

To be met by the APO

- a. Expenses for assignments of overseas resource persons.
- b. Financial support 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.

3. Duration

The maximum project duration is six months (virtual and face-to-face).

4. Implementation

- a. Based on the approved proposal and consultation with applying member economies, a PIP will be developed detailing the objectives, time frame, steps, and deliverables of the project. The PIP will serve as the main reference for the implementation of the project.
- b. If a project is cancelled after the issuance of a PIP, any costs incurred should be borne by the applying member economy.
- c. An evaluation report should be submitted to the APO Secretariat upon completion of the project.

5. Actions by Member Economies

- 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.

6. Actions by the APO Secretariat

- a. Design the approach/methodology of the project.
- b. Assign a resource person(s).
- c. Coordinate and carry out consultations with the resource person(s), NPOs, and related parties.
- d. Monitor the overall implementation of the project.
- e. Provide administrative and financial support.

Specific Information

Development and Strengthening the Programs of the Centers of Excellence (COE)

About COE

APO COE are institutions with world-class levels of competency and leadership, exemplary performance, and best practices in a specific body of knowledge or focus area which contribute to productivity. They are also committed to achieving and sustaining the highest standards in their focus areas.

1. New COE

a. Duration

The overall duration refers to the APO COE guidelines where each phase of implementation is described referring to the time frame below:

- Phase 1: Designation (one year)
- Phase 2: Delivery (three years)
- Phase 3: Replication (one year)

Since the activities are implemented on an annual basis, the activities in each phase are described in detail for each year after proposals/plans are approved.

b. Implementation

A call for proposals will be issued through a Project Notification specifying the focus area, deadline for submission, proposal format, etc. Proposals will be submitted after consultation with and endorsement by NPOs. The Secretariat will form a panel of experts to review the proposals. Based on the recommendations of the panel, the Secretariat will submit the proposals to the Governing Body (GB) for final approval.

Approved COE activity proposals will be conducted following the “1-3-1” three-phase life cycle development model of designation, delivery, and replication as detailed in the PIPs for each. If the GB does not approve COE activity proposals, the Secretariat may assist in developing proposed institutions to meet the criteria of excellence expected through the DMP.

1.1 Phase 1: Designation (One Year)

In the first year after designation, COE focus on executing the roadmap or plan of action submitted, which may include:

- a. Preparations for implementing COE consultancy services, training, transfer of knowledge, conducting research, etc.
- b. Plans for specific activities to support APO members and modalities of implementation.
- c. Identification of potential partners and external experts to strengthen subject matter expertise and widen networks and outreach.
- d. Plans for the knowledge and materials to be disseminated, e.g., best practices, case studies, guidelines, manuals, etc.

1.2 Phase 2: Delivery (Three Years)

Over a period of three years, COE implement activities to showcase and inspire excellence among other members according to the roadmap prepared.

1.3 Phase 3: Replication (One Year)

In this phase, COE focus on transferring knowledge to other members to enable them to replicate the expertise.

1.4 Completion of COE

At the end of the replication stage, incumbent COE may extend their status. Alternatively, they may opt to complete operations through the following procedures:

a) Reappointment of a COE

An incumbent COE may apply for recertification, which will be valid for an additional two years. A panel of experts is appointed to review recertification based on performance and the continued relevance of the topic, its impact, and priority for APO members. The recommendation is then submitted to the GB for approval. A COE may be reappointed up to two times.

b) Exit Procedures

An incumbent COE may opt to complete operations if its mission has been achieved or the topic is no longer a priority for the host institution and/or host member. The COE in coordination with the host NPO should complete the following steps:

- a. Report the intention to complete operations through a letter to the APO Secretary-General to be forwarded to the GB.
- b. Submit a final report highlighting the COE achievements, evaluation/lessons learned as an APO COE, and future recommendations on the topic, including the archiving the knowledge accumulated.
- c. Identify individuals within the institution or partner organizations with major achievements in and contributions to the activities of the COE for recognition by the APO.

The GB will review the COE completion request and consider the following:

- a. Awarding a certificate of achievement for the service of the COE.
- b. Recognizing individuals or institutions with major achievements in and contributions to the topic of expertise of the COE.
- c. Supporting the establishment of learning or knowledge centers on the topic of expertise of the COE in other NPOs.

2. Existing COE

The activities of existing COE will focus on assessing and strengthening their ability to align with the APO COE guidelines. This can be a transition period for full-fledged implementation of the new APO COE model. The assessment and assistance will be tailored to the annual plan covering the transition strategy to be submitted by each COE. Evaluation will be conducted at the end of the year for all existing COE to determine their status and progress following the new APO COE model. The Secretariat may also convene expert panel meetings as part of assessing COE alignment with the new guidelines and appoint an independent expert(s) to evaluate COE activities.

3. Roles and Responsibilities

COE

- a. Facilitate learning and sharing of knowledge and best practices related to the focus area among APO members.
- b. Conduct relevant research related to the focus area including development of roadmaps and documentation of best practices.
- c. Develop resources and materials on the focus area to assist member economies in implementing relevant activities.
- d. Participate in international missions and conferences to learn about the latest developments in the focus area.
- e. Provide inputs to the APO Secretariat and NPO of the host member on improving COE activities.

NPOs

- a. Submit a proposal containing all necessary information after consultation with COE and endorsement of the proposal (if the COE is not the NPO) by the deadline specified in the PN.
- b. Appoint at least one NPO staff member to act as the focal contact point for coordination between the APO Secretariat and COE during implementation.
- c. Prepare, manage, monitor, or supervise all tasks related to specific activities detailed in the approved proposal.

APO Secretariat

- a. Coordinate the development of new COE in collaboration with member economies interested in applying.
- b. Identify new areas and institutions with high levels of competence in member economies as prospective COE in consultation with NPOs.
- c. Convene an expert panel meeting to select the next COE to be funded.

- d. Submit the recommendation and decision by the expert panel meeting on the establishment of new COE to the GB for approval.
- e. Issue PIPs for activities to be undertaken within the year in close consultation with existing and new COE.
- f. Guide existing COE in their transition period and evaluate their reappointment or completion.
- g. Coordinate consultations with the resource person(s), COE, and related partners.
- h. Facilitate the dissemination of COE knowledge to APO members and other parties.
- i. Monitor the overall implementation of the project.
- j. Provide administrative and financial support.

4. Financial Arrangements

The following financial arrangements are applicable to all modalities of APO COE.

To be met by the APO

- a. All assignment costs of resource persons to attend COE-related consultative meetings or other COE projects.
- b. Assignment costs for resource persons nominated by COE to conduct activities in their focus areas for APO members.
- c. Local implementation costs for COE to organize conferences/training for international participants from APO members.
- d. Costs for participants to attend international conferences/events conducted by COE.
- e. Costs for COE to conduct relevant R&D related to their focus areas.
- f. Costs for development and publication of reference materials on COE focus areas including translation.
- g. Costs for COE resource persons to participate in international missions and conferences.
- h. Costs for interpretation to conduct training/capacity-building activities, if required.

To be met by the host member

All other costs not covered above.

Specific Information

APO Vision 2025 Outreach (VSN)

About the VSN

The APO developed Vision 2025 to set the direction and targets to be achieved by 2025, which requires the involvement of the entire productivity community in the region. The APO Vision 2025 Outreach (VSN) Program enables APO members to proactively disseminate information on the vision and engage all stakeholders in achieving its goals.

1. Scope and Methodology

Scope

The overall message to be conveyed through the VSN Program is the centrality and continuing relevance of productivity as well as understanding its latest drivers and intended broader benefits by emphasizing inclusive features applicable to all. It is conceived as nationwide promotion activities to be planned and conducted by NPOs through virtual and/or face-to-face platforms from 2022 to 2025 with two biennial themes:

- a. 2022–23: Innovations for Higher Productivity
- b. 2024–25: Inclusive Productivity

Methodology

VSN Program activities include promotional efforts such as the production of videos, media advertisements, brochures, posters, and publications as well as public engagement such as the organization of seminars, conferences, workshops, competitions, and exhibitions.

The plans by NPOs are encouraged to cover two categories of activities:

- a. Promotional (videos, media advertisements, brochures, posters, and publications)
- b. Public engagement (seminars, conferences, workshops, competitions, and exhibitions).

2. Financial Arrangements

To be met by the APO

The budget allocated for each member is USD25,000.00 per year. Funds will be disbursed after review and approval of the outreach plans received from NPOs, with 70% disbursed initially.

To be met by the host member or NPOs

All other local implementation costs not covered by the APO.

Budget coverage

The budget allocated for each member is USD25,000.00 per year. It may cover the following expenses:

- a. Resource person(s)
 - i. NPOs may assign overseas and local resource persons as speakers and judges for public engagement activities such as seminars, conferences, workshops, and competitions.
 - ii. For overseas resource persons, the budget can be used to pay honorarium, daily subsistence allowances, and travel expenses.
 - iii. For local resource persons, the budget can be used to pay honorarium and local logistics-related expenses.
- b. Service fees for public engagement (e.g., event organization) and promotional activities
NPOs may use the budget to hire temporary agents to assist in preparing and conducting promotional and public engagement events, including interpretation services.
- c. Logistics/operational expenses
The budget may cover local logistics-related expenses such as meeting rooms, accommodations, transportation, and other costs to support public engagement activities.
- d. Equipment to support promotional activities

- i. NPOs may purchase fixed or consumable goods including associated professional services that support promotional activities.
 - ii. The equipment should be registered as the property of NPOs.
- e. Costs for video production and other public relations materials
- i. NPOs may hire agencies to produce promotional videos. The budget can cover pre- and postproduction video stages.
 - ii. NPOs may also use the budget to produce printed promotional materials such as magazines, brochures, books, posters, and flyers.

Please consult with the APO Secretariat if any item is unclear or for any other inquiries about coverage.

- f. The following are not included in budget coverage:
- i. Costs related to aftersales service, damage and warranty claims, etc. for purchased equipment.
 - ii. Costs for operating and maintaining the equipment.
 - iii. Costs for constructing or renting the necessary space for installation of the equipment.
 - iv. Costs for manpower or hiring or deploying staff to operate the equipment.
 - v. Costs for providing financial assistance to selected beneficiaries.
 - vi. Personal expenses for NPO staff involved in coordinating or managing the activities.
 - vii. Costs for purchasing souvenirs, gifts, or meals for any parties involved in the activities.
 - viii. Rental charges for NPO facilities.

3. Duration

The APO VSN Program will be implemented within the project year.

4. Implementation

- a. NPOs prepare VSN plans outlining promotional and dissemination activities under the theme of the project year using the attached form.
- b. NPOs provide brief descriptions of each activity proposed, covering the rationale/background, target audience, expected outcomes/deliverables, schedule of implementation, and budget details.
- c. The Secretariat disburses 70% of the funding after review and approval of outreach plans. The remaining 30% will be transferred after completion of all planned activities.
- d. NPOs submit reports at the end of the year on all activities conducted under APO VSN Program in two parts, implementation reports and financial-related reports, as detailed in items e. and f.
- e. Implementation reports should be comprehensive, detailing the activities undertaken and their outputs. They must include the following:
 - i. Title of activities
 - ii. Beneficiaries
 - iii. Expected outputs and targets
 - iv. Plan and actual implementation
 - v. Issues and challenges
 - vi. Recommendations
 - vii. List of resource persons involved
 - viii. List of equipment purchased
- f. For final disbursement of the budget, NPOs must submit the following:
 - i. Completed and signed standard invoice forms in PDF files.
 - ii. Copies of supporting evidence (e.g., receipts, invoices, vouchers): The supporting evidence (proof) of payment must be issued by third parties, submitted together at one time, written in clear English, with translations of documents not originally written in English. Internal evidence, i.e., expenditure

evidence issued by the implementing organization, is not accepted as proof of payment and will not be reimbursed.

- g. NPOs must use the APO exchange rate for the month of purchase or provide evidence if a different rate is applied.
- h. All budget disbursement from the APO Secretariat to NPOs will be made in USD to the designated bank accounts in the forms.
- i. Expenses exceeding the budget will be met by NPOs.
- j. Each NPO will follow its own procurement procedures when acquiring equipment.
- k. NPOs should complete all activities by **1 December** and submit all reports and financial claims to the Secretariat by **15 December of the project year**.

Specific Information

Certification Body Development (CBD) Program

About CBD

The Certification Body Development (CBD) Program was initiated to expand the role of NPOs by developing them to become APO-accredited Certification Bodies (CBs) and enable them to operate productivity specialist certification schemes. The program focuses on raising the level of NPOs and their affiliated organizations to produce proficient, reputable APO-certified productivity professionals in their member economies.

1. Scope and Methodology

Scope

The scope of consultancy and training services is based on the following standards:

- a. APO-AB 1003:2020 General Requirements for Certification Bodies: Certification of Persons Scheme.
- b. APO-PS 101:2019 Requirements for Productivity Specialists or APO-GPS 201:2019 Certification Scheme and Competency Standard for Green Productivity Specialists.

Methodology

- a. Consultancy sessions to guide applicant organizations in complying with APO-AB 1003:2020 General Requirements for Certification Bodies: Certification of Persons Scheme and APO-PS 101:2019 Requirements for Productivity Specialists or APO-GPS 201:2019 Certification Scheme and Competency Standard for Green Productivity Specialists.
- b. Training sessions to enhance awareness of the CB management system and develop internal auditors, assessors, and examiners for the certification scheme.
- c. Assessment to confirm that CBs comply with the requirements set by the APO Accreditation Body (APO-AB).

2. Program Duration and Implementation Procedures

The maximum project duration is six months (virtual and face-to-face) and comprises the following three phases.

Phase 1: Application Review

- a. Reviewing the application by the APO Secretariat and consulting with NPOs/applicant organizations on the feasibility of the project. This process may take around two months.
- b. Issuing a PIP after the initial application is approved.
- c. Assigning a resource person(s) in consultation with NPOs/applicant organizations.

Phase 2: Implementation

- a. Conducting assessment and gap analysis against the APO-AB 1003:2020 General Requirements for Certification Bodies: Certification of Persons Scheme and APO-PS 101:2019 Requirements for Productivity Specialists or APO-GPS 201:2019 Certification Scheme and Competency Standard for Green Productivity Specialists.
- b. Providing training and consultancy on APO-AB 1003:2020 General Requirements for Certification Bodies: Certification of Persons Scheme and APO-PS 101:2019 Requirements for Productivity Specialists or APO-GPS 201:2019 Certification Scheme and Competency Standard for Green Productivity Specialists.
- c. Guiding NPOs in operating the APO-PS 101:2019 Requirements for Productivity Specialists or APO-GPS 201:2019 Certification Scheme and Competency Standard for Green Productivity Specialists through training and consultancy sessions.

- d. Receiving progress reports from the assigned resource person(s) containing recommendations for accreditation by the APO-AB.

Phase 3: Assessment by the APO-AB

- a. Reviewing documentation/adequacy review, during which assessors review documentation to ensure conformity with APO-AB requirements.
- b. Assessing compliance of the applicant CB by conducting virtual or face-to-face interviews, reviewing documentation, and observing the conformity assessment activities carried out by the applicant CB.

3. Financial Arrangements

To be met by the APO

- a. Expenses for the resource person(s) assigned to conduct consultancy, training, and assessment.
- b. Partial local implementation costs for organizing meetings/training/workshops during the CBD project of up to USD5,000.00. The financial details will be explained in the PIP.

To be met by NPOs or applicant organizations

- a. Expenses for coordinating, implementing, and documenting during the CBD project.
- b. Partial local implementation costs for organizing meetings/training/workshops during the CBD project.

4. Actions by Participating NPOs

- a. Submit the application form before the deadline specified in the Project Notification.
- b. Assign a certification team to work with the APO-assigned resource person(s). The team is responsible for coordinating the entire project and serving as the focal point between the APO Secretariat and resource person(s).

5. Actions by the APO Secretariat

- a. Review the application and consult with NPOs in preparing PIPs.
- b. Assign the resource person(s) to conduct training and consultancy in phase 2.
- c. Assign the resource person(s) to conduct assessment in phase 3.
- d. Coordinate and carry out consultation with NPOs involved and resource person(s).
- e. Monitor overall project implementation.
- f. Provide administrative and financial support.

Specific Information

APO National Award (AWD)

About the AWD

The APO National Award (AWD) Program recognizes deserving productivity champions within APO members, both from the public and private sectors and from profit and not-for-profit organizations, who are leading and implementing productivity initiatives and influencing other members of their organizations in various productivity activities and/or those outside their organizations. The awards are conferred annually as part of national productivity movements. NPOs are responsible for the award process.

1. Scope and Methodology

Scope

Training of NPO staff and technical assistance for individual NPOs.

Methodology

Activities include the following:

a. **Training**

Based on the framework and requests by NPOs, training is conducted in the criteria and procedures for the APO National Awards.

b. **Implementation**

Upon request by NPOs, the APO Secretariat will assign international resource persons/technical experts to support their in-country preparations. The assigned experts can also serve as members of selection committees and panels of judges if required.

c. **Certificates, plaques, monetary prizes, and financial support to NPOs**

Award recipients will receive certificates and plaques co-signed by the APO Secretary-General and APO Directors of the awardees' member economies and monetary prizes of USD1,000.00 for each recipient. Each participating NPO will receive financial support of up to USD5,000.00 to cover preparations for and implementation of the APO National Award scheme including conferment ceremonies.

2. Implementation Procedures

- a. NPOs notify the APO Secretariat by email to confirm participation in the AWD Program before the deadline specified in the Project Notification.
- b. If necessary, NPOs may request technical assistance during implementation. Please refer to the APO National Award Framework and Guidelines.
- c. NPOs submit the names of winners and their biodata to the Secretariat at least two months before the conferment ceremony.
- d. The APO Secretariat issues certificates and plaques and sends them by courier to NPOs.
- e. NPOs submit reports on the conferment ceremonies and monetary prizes including payment receipts for reimbursement by the APO Secretariat.

3. Financial Arrangements

To be met by the APO

- a. All costs for assigning resource persons to develop the training program and conduct training of NPO staff.
- b. All costs for assigning resource persons to assist NPOs in their preparations and serve as members of selection committees and panels of judges.

- c. All costs for preparing and sending certificates and plaques for national award recipients to NPOs.
- d. A monetary prize of USD1,000.00 for each national award recipient.
- e. Support of up to USD5,000.00 to each NPO implementing national award activities to cover preparations for and conferment of the awards. The Secretariat will examine the appropriateness of the proposed allocation and utilization of the funds prior to disbursement.

To be met by the host member or NPOs

All other local implementation costs not covered by the APO.

4. Actions by Member Economies

- a. Confirm participation in the APO National Award Program by notifying the APO Secretariat via email before the deadline specified in the Project Notification.
- b. Assign a team to manage the award program and serve as the focal contact between the APO Secretariat and NPO.
- c. Nominate NPO staff to participate in the training program relating to the framework after its completion and notification by the APO Secretariat.

5. Actions by the APO Secretariat

- a. Assign resource persons to conduct training and provide technical assistance to NPOs.
- b. Coordinate and carry out consultations between resource persons and NPOs.
- c. Monitor overall project implementation.
- d. Provide administrative and financial support.

Attachments

Attachment 1: Application Form for IOSM, TES, BCN, DMP, and SNP

Project <i>Please check the applicable box</i>	<input type="checkbox"/> IOSM <input type="checkbox"/> DMP	<input type="checkbox"/> TES <input type="checkbox"/> SNP	<input type="checkbox"/> BCN
Subject Area (Project Title)			
Requesting Member/NPO			
Hosting Member/NPO <i>List first- and second-priority host members/NPOs (applicable to IOSM and BCN only).</i>			
No. of Visits and/or Follow-up Activities Required <i>Please describe whether the project will be implemented in multiple visits/activities throughout the year (applicable to TES and BCN only).</i>			
Modality	<input type="checkbox"/> Virtual <input type="checkbox"/> Face-to-face <input type="checkbox"/> Hybrid		

1. General Information

<p>1) Background:</p> <p>2) Objectives:</p> <p>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></p> <p>4) Expected outcome(s): <i>Describe the intended changes and other tangible benefits/impacts from the proposed activities.</i></p> <p>5) Follow-up activities: <i>Description of follow-up activities, if any.</i></p>

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

2. Timing

Project timing	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 resource person's availability			

3. Participants

1) No. of participants:

Provide information on the number of participants and/or individual beneficiaries of the proposed activities.

2) Qualifications of participants:

Explain criteria and requirements of participants in proposed activities to ensure the achievement of intended objectives.

Note: This is applicable to capacity-building activities such as training, workshops, 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 requested project.

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 APO Liaison Officer with an endorsement from the APO Director /Alternate Director or NPO Head.
- 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 Attachment 2 for additional information on DMP application.

Attachment 2: Additional Information for 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 the NPO will undertake for dissemination purposes.
- b. Names of other companies/organizations expected to learn from and follow the demonstration company(ies)/organization(s) identified by the NPO.

4. Partnering Organization(s)

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.

Attachment 3: Application Form for New COE

Proposal Title

Executive Summary

- 1. Introduction**
- 2. Background**
- 3. Purpose/Objectives of the COE**
- 4. Major Strengths and Key Achievements**
 - a. Demonstration of outstanding competence (including breakthroughs, innovative ideas/approaches/tools in the focus area)
 - b. Recognition by domestic and international stakeholders (awards, grants, proven deliverables of impacts, media coverage, availability of qualified experts, etc.)
 - c. Proven financial sustainability and ongoing financial support for activities
- 5. Planned Activities/Projects/Initiatives in 2023–24 (if selected)**
- 6. Sustainability of the COE**
- 7. Budget**
- 8. Manpower**
- 9. Other Resources Needed to Carry Out Plan**
- 10. Organizational Structure of Proposed COE**
- 11. Expected Benefits to Other APO Members**

Attachment 4: Application Form for Existing COE

Name of COE

- 1. Key Objectives and Outcomes**
- 2. Scope of Activities**
- 3. Detail of Activities and Timeline in 2023 (including assessment and evaluation to gauge the status and progress referring to the new APO COE model)**

Attachment 5: Additional Information for VSN

Outreach Plan Information Sheet		
Implementing Member (NPO)		
	Item	Details
1.	Activities	
2.	Description (by Activity)	
3.	Objective(s)	
4.	Background	
5.	Target Audience	
6.	Expected Outcome(s)	
7.	Schedule of Implementation	
8.	Estimated Budget (Item-by-item)	
9.	Other Information	

Attachment 6: Application Form for CBD

Requesting member: _____

Please explain the objectives and needs of the organization for participating in this development project. Please note that the descriptions of objectives and background will be examined carefully by the Secretariat to ensure project feasibility and alignment with the APO Accreditation Program.

1. General Information

a. Objectives <i>Please specify the main objectives of participating in this program.</i>		
b. Background <i>Explain the current situation related to professional certification in productivity-oriented areas in the member and justify the need for the establishment of an APO-accredited Certification Body.</i>		
c. Organizational Profile		
Name:		
Address:		
Website:		
Name of Contact Person/Representative*		
Position:		
Tel/Mobile:		Email:
<p>*Person appointed to manage the certification body project in the organization. Please attach the current organizational chart.</p>		

2. Certification Program

Is the organization currently conducting any certification program? If yes, please list the certification program(s) below.

No.	Certification	Scheme owner
	e.g., Certified Business Excellence Assessor	Name of organization/others

3. Certification by the International Organization for Standardization (ISO)

Does the organization currently hold any ISO certification? If yes, please list the certification designation(s) below.

No.	ISO Certification	Year Certified
	e.g., ISO 9001:2015	2010

Note: Please state whether the organization is certified by an organization other than the ISO.

Requested by: _____ Date: _____

Endorsed by: _____ Date: _____

APO Director/Alternate Director/NPO Head

Important Note

This application must be submitted by an NPO through APO Liaison Officer. If the application is submitted by an organization other than an NPO, the APO must receive endorsement from the NPO of the member concerned. The application will not be processed or acknowledged until the APO Secretariat receives that endorsement.