

C. Statement of Work

C.1 Purpose/Objective

The purpose of this task order is to build upon past assistance provided to APEC by the US government and to create an Asia-Pacific Economic Cooperation (APEC) Technical Assistance and Training Facility that will assist APEC and the Secretariat in furthering Regional Economic Integration (REI) and the Bogor Goals three broad areas to promote of free and open trade and investment in the Asia-Pacific region by 2010 for developed economies and 2020 for developing economies. These three areas, known as APEC's "Three Pillars," are:

- Trade and Investment Liberalization
- Business Facilitation
- Economic and Technical Cooperation (ECOTECH)

Strategically facilitated progress in these three areas by the APEC Technical Assistance and Training Facility will enable APEC Member Economies in the region to further strengthen their economies, pool resources and achieve greater efficiencies. Tangible benefits will also be delivered to citizens in the APEC region through increased training and employment opportunities, greater choices in the marketplace, cheaper goods and services and improved access to international markets.

The activities under this task order are designed to enhance REI and cooperation within the APEC region; contribute to APEC's effort to become a stronger, more strategically managed regional institution; and assist APEC and the Secretariat in addressing the issues of the three pillars a possible Free Trade Area of the Asia-Pacific (FTAAP), as a long-term prospect.

C.2 Overview

This task order is designed to develop an APEC Technical Assistance and Training Facility that will consist of long and short term technical assistance to develop and implement priority technical capacity building initiatives, including policy studies, assessments, training, and advisory services, taking into account USG legal and policy restrictions. Activities funded under this task order should directly support and achieve measurable progress in furthering APEC priorities, as well as complement ongoing work by APEC and other donors. A semi-annual work plan will be submitted by the contractor and approved by USAID, in consultation with the U.S. Department of State. The Bureau of East Asian and Pacific Affairs, Office of Economic Policy (EAP/EP) at the U.S. Department of State has the policy lead for U.S. engagement in APEC, but contract management and direction will be provided by USAID through the Contracting Officer at the USAID Regional Development Mission for Asia (RDMA), Regional Office of Procurement (ROP) and the Cognizant Technical Officer, General Development Office, RDMA.

The APEC Framework for Strengthening Regional Economic Integration

The framework for strengthening regional economic integration in the APEC region consists of four key elements:

- First, it promotes and supports further liberalization of trade in goods and services and investment flows in a manner that reflects the Bogor Goals and supports the multilateral trading system. In this way it will also lay the foundation for a possible Free Trade Area of the Asia-Pacific (FTAAP) in the longer term;
- Second, it places a greater focus on structural reform and a business environment conducive to maximizing the benefits obtainable from cross-border liberalization;
- Third, the framework seeks to strengthen and deepen regional financial markets to make it easier to mobilize financial resources; and
- Fourth, this effort to strengthen regional economic integration will include initiatives in specific sectors, such as transport and communications.

The contractor is required to address the following program areas and tasks:

- a. Identification and provision of technical expertise to buttress the present and planned work of the APEC Secretariat and APEC member economies in their efforts to achieve the requirements of the Bogor Goals and Regional Economic Integration (REI).
- b. Identification and implementation of a strategic plan for the provision of technical assistance and training activities that build the capacity of the APEC Secretariat as an organization and link the APEC Secretariat with policy centers of excellence around the world.
- c. Expanded collaboration with the ASEAN Secretariat and other relevant regional and international organizations, as well as the donors, assistance providers and programs attached to them.
- d. Collaboration with the private sector in APEC member economies. Working in partnership with the APEC Business Advisory Council (ABAC), other business organizations, Non-Governmental Organizations and Private Volunteer Organizations as appropriate.
- e. In collaboration with the U.S. Government and the APEC Secretariat, develop and implement activities that will improve regional cooperation on transnational issues including but not limited to: trade and investment facilitation, customs facilitation, regional security and counter-terrorism, transparency and regulatory reform, anti-corruption, human resource development, strengthening privacy and intellectual property regimes, biotechnology, energy security, environmental issues, health issues such as Avian Influenza and HIV/AIDS, disaster management and emergency response. All activities (including regional security, counter-terrorism and anti-corruption activities) shall be consistent with the FAA section 660 prohibition against assistance to law enforcement entities, and any applicable exceptions thereto. Law enforcement entities are those which are authorized to carry weapons, make arrests, interrogate in private, and search private premises. Similarly, assistance shall not be provided for a military purpose or to military entities.

Assistance shall also be consistent with the statutes regarding trade and investment activities applicable to USAID funds.

In addition, to support the achievement of REI, the contractor should provide support in the key APEC deliverable areas outlined below. These areas will be further developed and prioritized for the achievement of maximum strategic results in the semi-annual work plans, following the guidance in Section F.

Trade Facilitation Action Plan (TFAP):

- Reducing trade transaction costs by implementing APEC's second Trade Facilitation Action Plan (TFAP 2). TFAP 2 includes a list of collective actions targeting a further reduction of 5% in transaction costs in the APEC region by 2010.

Investment:

- Support the development and agreed actions of the APEC Investment Facilitation Action Plan
- Develop an expanded work program targeting increased investment liberalization and facilitation in the region.

Customs Procedures:

- Advance the single window customs initiative that will provide a strategic direction and common understanding for single windows in APEC economies
- Pursue international implementation of the APEC Privacy Framework through the development of a voluntary cross border system of data privacy rules

- Undertake capacity building work to help member economies implement the APEC Framework for Secure Trade

Intellectual Property Rights:

- Develop programs that strengthen protection and enforcement of intellectual property rights (IPR) in the region.

Regional Security and Counter Terrorism:

- Support ongoing APEC counter terrorism initiatives such as food defense, aviation security, and counter terrorism financing.
- Develop public-private partnerships in counter terrorism and secure trade.

Human Resources Development:

- Strengthen APEC economies education in “21 century skills” such as math, science, language, and information technology.
- Develop Capacity building workshops on vocational training program policy, design, and implementation

SMEs:

- Develop SME programs as deemed appropriate for APEC

Transparency and Anti-corruption:

- Develop capacity building programs to implement APEC Leaders’ and Ministers’ commitments in transparency and anti-corruption.

Structural reform:

- Identify and implement initiatives to support the APEC Leaders’ Agenda on Structural Reform (LAISR) under the themes of competition policy, regulatory reform, strengthening economic and legal infrastructure, corporate governance and public sector management.

Energy and Environment

- Develop initiatives appropriate for APEC that address energy efficiency, energy security, promote clean development, and mitigate the harmful affects of global climate change.

Gender

- Develop programs that support APEC’s commitment to gender empowerment.

Technical Assistance and Training to the APEC Secretariat

- **Technical Assistance and Training Facility:** Work with the APEC Secretariat management and staff, including seconded staff from member economies and other donor funded technical support contractors to develop and implement priority capacity building initiatives.
- **Associate Officer Program:** Develop an Associate Officer Program that will fund and support associate officers from the member economies to work in the APEC Secretariat for a year in the area of their particular technical expertise. Associate Officers should be competitively identified

based upon the needs of the Secretariat and APEC and be used on a one year temporary basis only. The intent is that they return to their previous government or private sector position having not only contributed to the development of APEC, but also having a much more profound understanding of its importance and the role it plays vis-à-vis their home economy that they can apply upon their return.

- **IT Support:** Provide support for any needed improvements to the APEC IT infrastructure, applications, or services, on an as requested basis.
- **Public Relations:** Provide expertise to assist in public outreach, strategic messaging, media communications, information dissemination, and website development for APEC and US-APEC collaboration to increase the regions and member economies exposure to program activities and initiatives.

C.3 Tasks

Task One – Provide Technical Assistance and Advisory Support to APEC.

APEC TATF Coordinator (hereafter “Coordinator”), will be responsible for the entire task order in addition to providing expert advice. The Coordinator as well as needed Technical Advisors and staff, will be resident at the APEC Secretariat in Singapore (on a space available basis). The Coordinator will provide management oversight and is also expected to provide technical expert advice and guidance. The USAID task order CTO (TO-CTO), with the advice of State EAP/EP, will provide technical directions for the contract. The Coordinator will also consult and coordinate with the U.S. secondee to the APEC Secretariat, senior APEC Secretariat staff, State EAP APEC Liaison, Senior APEC officials, and officials at the domestic level in APEC member economies on an array of technical topics and issues, as well as assist in the identification and coordination of technical assistance and training. The contractor will:

- Within 30 days of award of the task order, the Contractor shall prepare a six-month semi annual draft work plan in collaboration with APEC Secretariat management, the USAID TO-CTO, and the State EAP/EP. The work plan shall be reviewed and approved by the USAID CTO who will obtain State EAP concurrence. Subsequent semi-annual work plans will be submitted 30 days prior to the next six-month period. The TO-CTO will provide comments back to the Contractor within 30 days from receipt. A final revised semi-annual work plan shall be submitted for TO-CTO approval 15 days after. The Contractor and the TO-CTO will meet regularly to review progress or the work plans and make revisions as necessary.

The work plan will identify and prioritize policy studies, assessments and training opportunities in areas such as trade and investment facilitation, customs facilitation, regional security and counter-terrorism, transparency and regulatory reform, anti-corruption, human resource development, strengthening privacy and intellectual property regimes, biotechnology, energy security, environmental issues, health issues such as Avian Influenza and HIV/AIDS, disaster management and emergency response and other regional issues identified by APEC and the U.S. Government, taking into account resource constraints and U.S. legal and policy restrictions with respect to APEC economies. The work plan shall describe prioritized activities, deliverables, technical assistance and training requirements, completion dates, and estimate costs to complete proposed activities. Detailed terms of reference (TORs) for targeted technical assistance, policy studies, assessments, and training activities will be developed in coordination with APEC by the contractor after the work plan has been approved by the CTO. In addition, training and technical assistance assignments for APEC staff shall also be considered in the work plans as appropriate. Because one of the main purposes of the program is to be responsive to emerging APEC needs and requirements, the work plan will be open to amendment as needed.

- The contractor will seek out opportunities to provide technical assistance and training support directly to the APEC Secretariat. The Coordinator will work with different offices and working groups to identify appropriate studies and training suitable for APEC. Specific tasks and

responsibilities for the Coordinator will be identified in the semi-annual work plan. It is expected that the majority of the Coordinator's time shall be spent balancing work between U.S. assistance projects and providing advisory support, technical assistance and training to APEC staff, technical teams, and senior management. The Coordinator and TDY staff will be provided work space in APEC to the extent possible.

- Upon request, assist USG agencies and APEC management or member economies to draft terms of reference (TOR) or other agreed documentation for prioritized policy studies and assessments, including budget estimates and required local and foreign experts. In addition, to the extent possible, coordinate with other key donors to ensure program complementarities and the possibility of leveraging their support for planned technical assistance, training, policy studies, assessments, and events.
- Provide draft TOR(s) or other agreed documentation supporting work plan activities to the CTO, with copies to State EAP/EP and the U.S. Embassy with any recommendations concerning major issues or problems with draft documents. Within ten working days the CTO, in consultation with the State EAP APEC Liaison, will agree in principle on whether the draft TOR(s) meet the goals of the program and either approve or disapprove the TOR(s). The CTO shall convey to the Coordinator and the APEC Secretariat specific comments concerning the Draft TOR(s). The CTO will forward the approved TOR request for technical assistance and training activities to the contractor for implementation with APEC.
- Based on an approved TOR, the contractor shall work with APEC management and appropriate APEC technical staff to implement approved activities involving APEC participation. The contractor will facilitate the deliberations of working groups or teams and identify and support potential "champions" to take the lead in performing/managing analyses and policy dialogues pertaining to proposed policy recommendations within APEC. The contractor will provide technical assistance required to support the working group. Quick response and impact is required to keep the parties engaged in an analytical and review process. It is anticipated that at times it may be required that local (Singapore) and/or regional professionals from APEC economies may be hired to participate in the completion of policy studies, assessments, and training events. The hiring of local professionals shall follow IQC guidelines, including nationality provisions.
- Provide a draft copy of policy studies and assessments including findings and conclusions to the CTO, with copy to State EAP/EP, and APEC management for review and comment. The contractor shall organize and coordinate a debriefing seminar to review results and recommendations for APEC and send briefing material to the CTO for clearance, with copy concurrently to and the State EAP APEC Liaison.
- Work with APEC management to develop appropriate dissemination procedures, policy briefs, and materials related to the completed study or assessment emphasizing results, findings and recommendations as it relates to APEC and APEC member economies. As appropriate, results of a particular study should be used to support targeted technical assistance and training among APEC members.
- Advise the CTO, State EAP/EP, and U.S. Embassy on the progress of supported activities through informal weekly reporting, in addition to the formal monthly and semi annual reports.

Task Two – Coordinate and Implement Training Assistance and Professional Enhancement Support

Professional enhancement and training will be critical to strengthening the knowledge and understanding of APEC members and staff of regional policy issues, approaches to resolving a technical or policy issue, broadening and deepening an understanding of a process or analytical procedure, or in transferring new technology or enhancing management/leadership skills. The contractor should consider how to enhance the strategic and long-term impact of APEC technical assistance and training. Training topics may include

but are not limited to: trade and investment facilitation, customs facilitation, regional security and counter-terrorism, transparency and regulatory reform, anti-corruption, human resource development, strengthening privacy and intellectual property regimes, biotechnology, energy security, environmental issues, health issues such as Avian Influenza and HIV/AIDS, disaster management and emergency response, and other regional issues identified by APEC and the U.S. Government.

Training resources are limited and training opportunities proposed will need to be reviewed and prioritized.

Modalities for Tasks One and Two

USAID anticipates that the contractor will:

- Issue subcontracting opportunities for local professionals or organizations when needed, subject to USAID nationality rules. Grants under contract (GUC) may also be awarded as a small grant to support technical analyses, provide technical assistance, or implement training for APEC staff and eligible member economy participants. A small grants program may be established under this task order in furtherance of program objectives to provide assistance to NGOs that may be a part of a network of support organizations in the APEC region. As appropriate, and if approved by the CTO, such grants may also be made to private sector associations, community-based organizations, PVOs, and universities. The contractor shall be responsible for developing guidelines (subject to the USAID/RDMA CTO and Regional Contracting Officer approval) for submitting grant proposals, establishing specific eligibility criteria and developing procedures for the review and approval of grants, and developing procedures for monitoring the funded projects and reporting results. Such grants under contract (GUC) shall be limited to the following: (a) the total value of any individual grant to any organization shall not exceed \$100,000 for US organizations (no limit to non-US); (b) the USAID CTO will be significantly involved in establishing selection criteria and must approve the actual selection of grantees; (c) the Contractor must apply the same requirements that apply to USAID-executed grants; and (d) USAID must retain the ability to terminate the grant activities unilaterally in extraordinary circumstances (see ADS 302.3.4.8).
- Collaborate with the APEC Secretariat, as a primary counterpart for this program, on the provision of all programmatic and administrative support for APEC and coordinate in managing technical assistance and training activities. If the APEC Secretariat is not able to provide sufficient programmatic or administrative support, the contractor will be expected to work with the Secretariat to develop plans for developing this capacity and providing interim assistance and support as needed. This could include assisting in placing select staff into the Secretariat, and/or in placing existing staff into commercial courses and coordinating travel to and from the training site. The contractor should remember at all times that it is their responsibility to strengthen the Secretariat and to avoid putting the Secretariat into a dependent as opposed to collaborative relationship. Programmatic results are important, but so is the transfer of institutional capacity and sustainability. Provide support for any needed improvements to the APEC IT infrastructure, applications, or services, on an as requested basis.
- Explore a wide variety of technical assistance and training modalities to provide APEC-wide training including: Global Development Alliances (GDAs) that would leverage USG funds with private sector and other non-governmental funds; collaborating with other donor programs; collaborating with and actively co-funding other member economy proposed APEC projects, including taking follow up actions; collaborating with U. S. government agencies that work with APEC; etc. However, all activities should take into account U.S. funding restrictions and policies, and explore cost effective delivery mechanisms like seminars, workshops, conferences, teleconferencing, distance learning, and study tours. Also, on-the-job training may be addressed in conjunction with technical assistance assignments in completing a policy study or assessment to strengthen professional skills and capabilities. Training events could occur anywhere in the APEC region using established commercial technical courses/conferences, study tours, seminars

organized by the contractor, or training provided by the contractor to select APEC staff. Specific training events will be described in the semi-annual work plan and will vary in size and duration.

Task Three – Provide and Implement a Performance Management Plan (PMP)

Together with the initial semi-annual work plan, the contractor shall submit a Performance Management Plan (PMP) for the life of the project indicating targets that will be achieved within the initial 6-month work plan. The contractor should identify specific indicators to measure progress against APEC's "Three Pillars" of (1) Trade and Investment Liberalization, (2) Business Facilitation, and (3) Economic and Technical Cooperation as it relates to the technical assistance and training support provided. For the program areas identified, the contractor should identify in the work plan baseline information and indicators that will be used to track progress in strengthening APEC organizationally in its efforts to achieve the Bogor Goals. The PMP will be developed collaboratively with APEC and approved by USAID in consultation with State EAP/EP.

Task Four – Assisting U.S. agencies and other economies with development and implementation of APEC proposals.

- State EAP/EP intends to, separate from this contract, make contributions to an existing grant to the APEC Secretariat. The grant funds U.S. contributions to the APEC Trade and Investment Liberalization and Facilitation (TILF) fund and/or the APEC Support Fund (ASF). These funds are acknowledged as a U.S. contribution and leveraged against other APEC economy donor funds to the TILF and ASF. The contractor may be called upon to advise USG agencies in developing and implementing U.S. project proposals funded through U.S. contributions to the TILF and ASF.
- Programs may also be developed with other member economies and submitted to one of APEC's funds. The contractor may co-fund projects by this contract, to the extent that the co-funded portion is eligible. This could be done by a subcontract with or a GUC to an implementing NGO, to fund specific costs. A proposal could be reviewed and accepted by both the APEC fund and the contractor in accordance with the requirements of each of them (competition and other eligibility factors.) Programs funded in this manner cannot be simultaneously funded with U.S. contributions to the ASF or TILF accounts.