Updates on Process Modernisation for the APEC Secretariat

Purpose: Consideration
Submitted by: APEC Secretariat

**First Budget and Management Committee
Meeting
Putrajaya, Malaysia
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Updates on Process Modernisation for the APEC Secretariat

Purpose

1.   The purpose of this paper is to:

   •   update the BMC regarding the revised approach to be taken by the Secretariat in relation to the Process Modernisation initiative.

Background

2.   At BMC2 2019, while the need to modernise the Secretariat's technical operating platform was broadly acknowledged, Members raised a range of views, or otherwise sought clarifications in relation to the proposal tabled by the Secretariat. BMC Members also raised questions following BMC. The Secretariat has since responded to all questions and requests for clarification.

3.   The Process Modernisation for the Secretariat encompasses three core areas: Project Management; Knowledge Management; and Administration and Finance. In consideration of the range of views and feedback received, the Secretariat now proposes that the modernisation program to be undertaken by the Secretariat be re-configured in a *modular approach*, as opposed to the broad-based program presented at BMC2. The Secretariat is therefore downsizing the scope and proposes to focus on its most mature core function, *Project Management*, as the initial stage.

4.   The modular approach differs from the original proposal submitted in BMC 2 2019 in several areas. The biggest difference lies with the original requirement of having a Single platform (e.g. software, technology, etc.) to house all the different functions of the Secretariat's processes. There are inherent benefits to the approach which have already been relayed in the previous paper for Process Modernisation provided to BMC, 2019/SOM3/BMC/010. But the drawback of the original approach is that all new software needs to be a large-scale and enterprise level, capable of supporting multiple facets of the organization. Aside from the development complexity, the large investment required for such software was also apparent to a number of Members. Proceeding with the modular approach provides more flexibility as the market provides a range of purpose-built platforms. For example, a modular framework enables the Secretariat to examine purpose-built applications that would support the Secretariat Project Management

functions, and other modules such as Knowledge Management. This should scale the cost down substantially.

5. The Secretariat is recommending the modular approach start with technical enhancements to the Project Management process. The Secretariat has outlined the importance and the benefits in modernising Project Management, which can be viewed in the previous paper for Process Modernization provided to BMC, 2019/SOM3/BMC/010. The Project Management Unit (PMU) has been deeply engaged in the work undertaken by the Secretariat in relation to process modernisation, with business user requirements and functional specifications already completed, and ready to take next steps as agreed.

6. This "modular approach" differs from that adopted in 2017/18 (AIMS) in that this will begin with a prototype, developed in house. The Secretariat team has commenced design of a Prototype of the System using Visual tools. This initiative will translate the available literature and diagrams that are available from the previous studies on Process Modernisation, into a visual tool to portray how aspects of an automated project management system might appear.

7. Implementation of technological enhancements to Project Management will positively impact a range of project stakeholders, both inside and external to the Secretariat. As BMC will be aware, one key facet of the planned technological improvements is the adoption of standardised e-forms to replace the current dependence on MS Word templates for Concept Notes and Project Proposals. The Secretariat continues to remain committed to a full implementation program that incorporates user acceptance testing internally and externally, including piloting among volunteer economies, as a necessary pre-condition to full-production deployment of the preferred solution. The Secretariat expects to make a recommendation to BMC2 regarding the preferred solution following the appropriate procurement process, including an outline of the implementation program over 2020 and 2021.

8. An overview of the forward plan follows.

    i. <u>Prototype Creation and RFT/Evaluation Matrix Development (January – March 2020)</u>
    The prototype creation began in late December 2019 and is estimated to be completed by March 2020. The prototype will be evaluated by users available in the Secretariat; such as Programme Directors (PDs), Programme Executives

(PEs) and the Project Management Unit (PMU). Secretariat will also include a sample of Project Overseers in this phase. However, the prototype itself is not intended to be developed beyond its primary function as an illustrative tool to help stakeholders, developers or system integrators in developing and implementing the new system. The Secretariat acknowledges the need for professional development support, or system integrators, to assist the Secretariat in the implementation and deployment of new technical frameworks.

ii. <u>Request for Tender (RFT) and the Evaluation Matrix (March 2020)</u>
ITU and PMU will draft the RFT and the accompanying RFT Evaluation Matrix, taking into consideration the findings collated from the prototype.

iii. <u>Start of Tender (late April 2020)</u>
The Secretariat will start a call for Request for Tender for the Project Management System. The Tender will have the required minimum six (6) weeks for the vendors to reply. The actual award of the tender is planned to be after BMC 2 2020.

iv. <u>Receipt of Tenders (July 2020)</u>
The Tenders should have been submitted by early July 2020. The Secretariat will start collation and evaluation of the tenders. The Secretariat will then create the update document, which should contain a detailed timeline and cost figures for the Implementation of the Project Management System from the shortlisted tenders.

v. <u>Update to BMC on BMC 2 2020 (August 2020)</u>
The Secretariat will update the BMC on the tenders received and provide an implementation program, including timelines and cost figures, for BMC approval.

vi. <u>Award of Tender to chosen Vendor and Actual Start of Development (September 2020)</u>
If there are no concerns from BMC the Secretariat will complete the award of the tender to the chosen vendor. The Project will start upon signing of contract.

vi.   Implementation of the System (September 2020 to late 2021)
The Secretariat will progressively implement system changes throughout 2021, in accordance with the BMC approved implementation program towards full production in late 2021.

Recommendations

9.   That BMC:

- Approves the adoption by the Secretariat of a modular approach to Process Modernisation, with Project Management as the first area of focus for technological enhancement.
- Approves the forward work plan as identified by Secretariat, including a Request for Proposal to be undertaken in April 2020.
- Notes that the Secretariat will provide BMC2 with recommendations for the proposed solution, an implementation program, and full costings for BMC approval.

APEC Secretariat
January 2020

Annex 1

Proposed Timeline for the Project Management System of the APEC Secretariat

Jan - Mar 2020
- Prototype Creation and RFT/Evaluation Matrix Development

Apr 2020
- Start of Tender

Aug 2020
- Update to BMC on Project management

Mar 2020
- Request for Tender (RFT) and the Evaluation Matrix

July 2020
- Receipt of Tenders

Sept 2020 - Late 2021
- Implementation of the System