



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

12 November 2014

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|--------------------------------------|---------------------------------|
| <b>1. Project Code</b>               | 15-IN-02-GE-TES-C               |
| <b>2. Project Title</b>              | Technical Expert Services (TES) |
| <b>3. Timing</b>                     | January–December 2015           |
| <b>4. Venue</b>                      | Member countries                |
| <b>5. Implementing Organizations</b> | NPOs in member countries        |

### 6. Objectives

To provide technical assistance to NPOs and related organizations to strengthen their institutional capacities and upgrade their technical competencies in line with individual member country needs for productivity improvement.

### 7. Background

#### a. Category C projects

The APO offers in-country (Category C) projects to enhance the impact and benefits of multicountry projects. These Category C projects aim to assist member countries in meeting the specific individual needs of NPOs and comprise four programs: Technical Expert Services (TES); Bilateral Cooperation between NPOs; Individual-country Observational Study Missions; and Demonstration Projects. They cover specific areas in the industry, service, and agriculture sectors.

#### b. TES Program

The main objectives of the TES Program are to develop trainers and consultants of NPOs as well as related organizations and to provide them with consultancy services to solve productivity-related issues. The duration of TES projects is normally up to 12 days. TES achieves these two main objectives through the assignment of experts who work closely with the NPOs and other productivity stakeholders on the ground. The Secretariat plans and coordinates TES activities in close cooperation with the recipient NPO.

The number of experts assigned per member country under TES 2015 will be specified to improve effectiveness and balance the utilization of this program among the APO membership.

c. Priority areas

To improve the implementation of the TES Program, and based on the strategic directions of the APO, the 2015 TES Program will recognize the following priority areas:

Strategic Direction 1: Development of NPOs, SMEs, and Communities

- Strengthening SME competitiveness;
- Rural enterprise development;
- SME productivity improvement;
- SME resilience;
- Strengthening of national productivity movements;
- Labor-management relations; and
- Industrial engineering techniques for productivity improvement in SMEs.

Strategic Direction 2: Innovation-led Productivity

- Food safety management;
- Knowledge management;
- Productivity measurement;
- Result-based management;
- Performance management;
- Public- and service-sector productivity;
- Human-centered productivity;
- Business excellence/quality awards; and
- Lean manufacturing and applications.

Strategic Direction 3: Green Productivity

- Effective resource management;
- Material flow cost accounting;
- Promotion of eco-products and eco-labeling;
- Energy efficiency;
- Smart grids and Green Productivity;
- Sustainable agricultural development;
- Sustainable consumption and production;
- Green energy technologies;
- Eco-cities; and
- Green buildings.

The above priority areas are closely related to the strategic directions of the APO and projects to be implemented in 2015. Member countries are encouraged to utilize the TES Program as part of national dissemination activities based on APO projects. Unlike the expert assignment programs of other national/international agencies, APO TES projects should have synergy and strategic linkages with similar APO projects to maximize their effects. “One-off” and “stand-alone” TES projects are discouraged because it may be difficult to see their tangible results and effectiveness.

## **8. Scope and Implementation Procedures**

### **Scope**

- a. Training of the staff of NPOs and other productivity-related organizations/stakeholders in the requesting member country in the core tools, techniques, and methodology for productivity improvement;
- b. Providing consultancy services to resolve productivity-related problems in NPOs, public and private corporations, and organizations in the manufacturing, service, and agriculture sectors; and
- c. Providing 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.

Please note that requests for expert assignment for the delivery of “one-day-only” presentations are strongly discouraged because they are not cost-effective. All TES requests will be carefully reviewed by an internal TES Committee at the Secretariat to examine applicability and effectiveness based on the modality and scope described above.

### **Implementation Procedures**

#### **a. Application**

Member countries wishing to apply for TES are requested to fill out the application form (Attachment 1). The application should preferably be submitted electronically. When member countries submit applications, they should consider the number of experts to be allocated to each member country during the year and prioritize their requests. If some NPOs requesting fewer assignments than allocated in the first half of the year would like to use them in the second half for important programs, they can inform the Secretariat when submitting requests for 2015.

If a member country is not able to utilize two experts by the end of May 2015, the Secretariat may offer the unused portion to other countries and allow them to have additional assignments of experts beyond the original quota depending on the relevancy of requests.

NPOs seeking TES for private companies are requested to ensure that the beneficiaries will not be confined to one or two companies in principle to make the most use of the experts assigned. NPOs are encouraged to utilize TES for the benefit of wider audiences, for example, by seeking technical expertise to benefit an industry, sector, or cluster rather than a single firm alone, to achieve greater multiplier effects. Such services may be requested for key industries and sectors that will have a major impact on the socioeconomic development of the nation. In this context, NPOs are encouraged to think strategically and develop long-term plans for developing capacity using TES.

NPOs are also requested to ensure that applications are in line with country-specific needs for productivity and competitiveness improvement and/or areas on which the Secretariat places high priority. It is also recommended that the international experts be fully utilized for multicountry projects to be hosted in member countries by extending their stays for additional local training or consultancy services.

It is essential for a requesting NPO to describe the detailed daily activities of an expert on the

application form. To facilitate the location of suitable experts, member countries may suggest specific individuals in their applications. However, it is recommended that experts in APO member countries be utilized as much as possible. If the use of an expert from the USA or Europe is necessary, an optimal utilization plan to maximize the expert's services for a cost-effective duration should be prepared. To provide adequate lead time for the identification of suitable experts, applications must be submitted to the APO at least three months prior to the implementation of the project. Please note, however, that it may not always be possible to assign the expert suggested even if he/she is available.

Please also note that initial approval of a request does not mean that the APO has a contractual commitment to the expert proposed by an NPO. The contract between the APO and the expert will be finalized upon issuing a letter of assignment (LA) to the expert, after the expert's agreement with the terms and conditions of the APO assignment.

Once the LA is issued, the APO Secretariat will send a copy of the LA to the host NPO. The NPO is obliged to abide by the conditions stipulated in the LA. In case of a cancellation by the requesting NPO after the issuance of the LA(s) to the expert(s), the NPO concerned is requested to bear any costs associated such as the cancellation charge for air tickets, etc.

If a suitable expert is not identified within five months after approval despite efforts made by the NPO and APO Secretariat, the approval will be cancelled in consultation with the NPO concerned.

If the approved TES projects cannot be completed by the end of January 2016, the approval may be cancelled to close the project account on time. Such cancelled TES projects could be taken up again under TES 2016. In this case, the NPOs concerned will be requested to resubmit the application under TES 2016 for new approval, if appropriate.

#### b. Selection of Applications

The applications should be submitted at least two months prior to the commencement of the program or visit to allow the APO Secretariat to coordinate with the possible experts. The timing of submission of the applications should follow the timetable given in the table below. All applications will be reviewed immediately after the deadline. The selection of applications will be made by the TES Committee based on the suitability, optimal utilization of this program by member countries, and budget availability. The applications received by the above deadline will be given priority.

#### c. Selection Methodology and Timetable

Submissions of requests for 2015 will be accepted by 16 January 2015. Immediately after the deadline, the TES Committee will select the approved applications. To spread the utilization of TES more equally among all member countries, each will initially be allocated two expert assignments in 2015. However, if fewer TES applications are received than expected, up to three expert assignments will be considered beyond the original quota depending on the relevancy of requests.

If member countries are not able to utilize allocated experts by the end of May 2015, the Secretariat may offer the unused allocations to other member countries and allow them additional assignments of experts beyond the original quota depending on the relevancy of

requests. The Secretariat will announce the submission of requests for possible additional assignments of experts by early June 2015.

#### Timetable for selection of TES 2015

Deadline for submission of TES applications	16 January 2015
Selection of TES applications by the TES Committee for up to two expert assignments per member country. If fewer than expected TES applications are received, one additional expert assignment will be allocated depending on the budget.	Third week of January 2015
The APO will request additional TES applications if member countries are not able to utilize allocated experts by the end of May 2015.	Early June 2015
Deadline for resubmission and/or additional TES applications.	End of June 2015
Selection of additional TES applications by the TES Committee.	Early July 2015

#### d. Proactive role of the Secretariat

The Secretariat will take a proactive role in designing and coordinating TES on specific subjects for member countries that may require them. For this purpose, the Secretariat will develop and offer TES projects directly to the member countries concerned.

#### e. Counterpart experts

The NPO should assign staff to be closely involved in all stages of the implementation of the TES project. This is intended to encourage staff to understudy the expert(s) and ensure follow-up action by the NPO after the departure of the expert(s). This arrangement is referred to as “counterpart” experts and should meet the criteria below.

The counterpart(s) assigned should have a comprehensive understanding of the project to be carried out with the help of the APO expert(s). Therefore, regardless of the type of service to be rendered by the APO expert(s), local counterparts must actively acquire knowledge and/or skills and techniques and not merely serve as logistic coordinators. Counterparts should preferably be staff members who have been involved in the project from the planning stage and be technically competent to comprehend the expert’s services. For this purpose, they should be able to devote all their time to the experts during their stay in the country. Also, after project implementation, they should be encouraged to disseminate the results as widely as possible and/or to take necessary follow-up actions.

#### f. Report submission

The NPO receiving TES must submit an evaluation report on the implementation of the project to the Secretariat within one month of the completion of the expert services following

the guidelines in Attachment 2, which can also be downloaded from the APO website. The assigned expert(s) who provided consultancy services should also submit a report within one month of the completion of his/her service.

Please note that the feedback on projects in the form of an evaluation report is crucial for further improvement of TES, and the NPOs concerned are strongly requested to submit the evaluation within the time frame above.

If the assignment of experts is for providing consultancy services to companies/organizations, the NPOs concerned are requested to submit an impact evaluation report in consultation with the companies/organizations six months after the implementation of TES using the format to be provided later by the Secretariat.

g. Acknowledgment of the APO's role

Member countries utilizing TES are requested to acknowledge the APO for assigning the technical experts. This acknowledgment may take the form of displaying the APO logo prominently on banners and other promotional materials, displaying the APO flag, etc. and through appropriate statements to the media. Photographs or copies of such displays and statements should be sent to the APO Secretariat with the evaluation report.

h. Cancellation policy

If the expert assignment is cancelled after issuing the LA for reasons attributed to the NPO, any costs incurred such as air ticket cancellations should be borne by the NPO concerned.

## **9. Assistance and Facilities to Be Provided**

Member countries are requested to assist the expert(s) by:

- a. Meeting him/her at the airport upon arrival;
- b. Making arrangements for local transportation, hotel reservations, secretarial assistance, visits and appointments, etc.;
- c. Giving a briefing on the assignment and living conditions in the recipient country; and
- d. Providing interpreters, since often requests for TES cannot be met or TES cannot achieve the expected results due to the language barrier. To overcome such difficulties, NPOs are encouraged to attach suitable interpreters for better communication between the local language (or English) and the language of the expert, when necessary.

## **10. Financial Arrangements**

### **To be borne by the APO**

- a. All assignment costs of overseas experts.

### **To be borne by the member country**

- a. All local implementation costs including costs for local surface transportation during the TES assignment in the country.

- b. Participating Country Expenses: For each visit by an expert, a lump sum of US\$50.00 plus US\$12.00 per day during each expert's stay (for the purpose of providing the assigned services), including the arrival and departure days, is payable to the APO for the assignment of experts.



Mari Amano  
Secretary-General

Attachments 1 and 2

# Asian Productivity Organization

## TES APPLICATION FORM

**Requesting country:** \_\_\_\_\_

**Subject (project title):** \_\_\_\_\_

Please explain clearly the background and objectives of the project and the need for employing TES, outlining existing problems and shortcomings, if any. Please also describe the expected end results of the proposed TES. Please note that the descriptions of objectives will be examined carefully and reviewed by the TES Committee to ensure that the proposed TES project is in line with the modality and scope of TES 2015.

### 1. General Information

**Background:**

**Objective:**

**Linkage with priority areas of TES 2015:**

**If there were similar TES projects in the past, please describe the details of previous projects and the reasons why the project should be repeated:**



**3. Timing**

<b>Project timing:</b>	From		To	
<b>Duration:</b>				
<b>Expert's working days:</b>	( )days			
<b>Flexibility in the timing/duration (check the box)</b>	Fixed, hence not flexible Preferable, but not yet fixed Adjustable to suit expert's availability			

**4. Daily program and schedule:** Indicate all travel days of the expert including arrival at and departure from the venue(s) and expert's daily activity including all nonworking days during the entire service period. If the space is not sufficient, please attach the itinerary.

<i>Date</i>	<i>Activity*</i>	<i>Venue (city)</i>

\*Note: Activity should indicate specific topics of the presentations, consulting subjects, or detail coverage of the services. Applications lacking this information cannot be considered for selection.

**5. Type of services required:**

As mentioned in the Project Notification, there are two main ways to receive TES: 1) conducting training courses to develop trainers and consultants of NPOs as well as related organizations; and 2) providing consultancy services to solve productivity-related issues. Depending on the nature of the application, please provide detailed information on either 1) or 2) below.

Please select the appropriate type of service that experts are required to provide.

**(1) Seminar/Training Course**

Name of seminar/training course:	
Organized by:	
Outline of scope:	
Methodology:	
No. of expected participants:	
Type of participants expected (specialty, industry, etc.):	
Participants' experience:	
Level of knowledge of participants in the specialized topic/area:	
Details of contents to be covered by the APO expert (indicate any special emphasis required):	

If a synopsis is required, indicate the deadline for submission:	Day/month
Will the APO expert be the sole faculty of the program?	Yes ( _____ ): The APO expert is expected to conduct the project by him/herself No ( _____ ): There will be other local/international experts arranged by local organizers.
If no, indicate the time allocated to the APO expert for his/her lecture/presentation:	The expert is expected to conduct ( _____ ) session(s) and the expected time for each session is approx. ( _____ ) minutes
Names and designations of other experts and topics to be covered by them:	

**(2) Consultancy**

Information on organizations to receive consultancy service from the APO expert.

No. of benefiting organizations	( _____ ) organizations
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Name of organization and URL	Type* & volume of business	No. of employees	Special problems & areas to be emphasized

\*Please specify whether the benefiting organization is in the public or private sector.

**6. Local counterparts:**

Please provide the particulars of local counterparts for the TES project requested.

Name:	
Designation:	
Name of organization:	
Education/experience*:	

\*Remarks: Please attach brief biodata.

Requested by: \_\_\_\_\_ Date: \_\_\_\_\_

Endorsed by: \_\_\_\_\_ Date: \_\_\_\_\_

APO Director/Alternate Director/  
Liaison Officer

**Important:**

**This application should be submitted by the NPO or other organization or company as directed by the NPO concerned. If the application is submitted by an organization or a company other than an NPO, the APO must receive an endorsement of the application from the APO Liaison Officer or the NPO. The application will neither be processed nor acknowledged until the APO receives such an endorsement.**

**APO TECHNICAL EXPERT SERVICES (TES)**

Evaluation by Member Countries

SUBJECT:

NAME(S) OF EXPERT(S):

TIMING OF PROJECT:

VENUE(S):

**For SEMINAR/TRAINING only**

- (a) Number and types of participants (attach list of names & designations, if available)

- (b) Names/designations of local counterpart lectures

- (c) Level of content

- (d) Depth of content

- (e) Manner of presentation, including communication techniques

- (f) Participants' reactions (if available), particularly in terms of suitability of topics, methodology, duration, etc.

Note: **Attach press cuttings and photographs, if available.**

**For CONSULTANCY SERVICES**

(a) Recommendations

Please comment on the recommendations made by the experts, indicating which of those have been/could be implemented, and the short-term/long-term benefits. If any recommendations are not feasible, please indicate the reasons.

(b) Names/designations of local counterpart consultants

(c) Professional competence of experts

(i) Ability to work closely with the client organizations

(ii) Ability to convince management to accept recommendations

**FOLLOW-UP ACTIVITIES (for Seminar/Training/Consultancy)**

(a) Please indicate the follow-up activities proposed by the NPO

**For Consultancy Only**

(b) Please indicate whether any of the enterprises that received consultancy services will be used as a "model" plant, with adequate publicity, to demonstrate the benefits of consultancy services. Please give details on the proposed activities.

(c) Indicate whether appropriate case materials could be developed based on this project for use by the APO. Please give details.

(d) Please indicate the follow-up services required from the APO.

**OVERALL EVALUATION of the expert services**

Please indicate your overall evaluation of the expert service in the box below.

Your rating should be between 0 to 100 points based on the following guidelines:

- If you are highly satisfied, please give a rating between 90 and 100 points.
- If you are satisfied, please give a rating between 60 and 89 points.
- If you are not satisfied, please give a rating between 0 and 59 points.

**points**

**OTHER COMMENTS**

APO Liaison Officer

Date: