



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

2 November 2015

1. **Project Code** 16-IN-02-GE-TES-C
2. **Project Title** Technical Expert Services (TES)
3. **Timing** January–December 2016
4. **Venue** Member countries
5. **Implementing Organizations** 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 2016 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 2016 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;
- Industrial engineering techniques for productivity improvement in SMEs;
- Tourism development; and
- Productivity policy review.

Strategic Direction 2: Innovation-led Productivity

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

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;
- Green buildings; and
- Urbanization and transport planning.

The above priority areas are closely related to the strategic directions of the APO and projects to be implemented in 2016. 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 2016.

If a member country is not able to utilize two experts by the end of May 2016, 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 2017, the approval may be cancelled to close the project account on time. Such cancelled TES projects could be taken up again under TES 2017. In this case, the NPOs concerned will be requested to resubmit the application under TES 2017 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 2016 will be accepted by 22 January 2016. 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 2016. 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 2016, 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 2016.

Timetable for selection of TES 2016

Deadline for submission of TES applications.	22 January 2016
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.	Last week of January 2016
The APO will request additional TES applications if member countries are not able to utilize allocated experts by the end of May 2016.	Early June 2016
Deadline for resubmission and/or additional TES applications.	End of June 2016
Selection of additional TES applications by the TES Committee.	Early July 2016

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