



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION ADDENDUM

16 August 2016

1. **Project Code** 15-AG-11-GE-WSP-B
2. **Project Title** Workshop on the Development of Productive Rural Communities through Social Enterprises
3. **Duration:** 16–20 November 2015 (five days)
4. **Venue:** Phnom Penh, Cambodia
5. **Addendum No.** 3
6. **Reference:** APO Project Notification 15-AG-11-GE-WSP-B dated 16 June 2015, Project Notification Addendum 1 dated 22 July 2015, and Project Notification Addendum 2 dated 5 February 2016
7. **Details:** Changes in Project Notification Items No. 3 “Duration” and No. 8 “Closing Date for Nominations”

### 7-1 Change in Item Nos. 3 Duration and 8 Closing Date for Nominations

At the request of the NPCC, Cambodia, the timing of the project has been changed to **6–10 February 2017** in Phnom Penh. The closing date for nominations is **24 November 2016**.

Unless otherwise modified by the APO in writing, the provisions of the Project Notification dated 16 June 2015, the Project Notification Addendum 1 dated 22 July 2015, and the Project Notification Addendum 2 dated 5 February 2016 pertaining to this workshop remain valid.

Any inconvenience due to this postponement is regretted.

Mari Amano  
Secretary-General



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION ADDENDUM

5 February 2016

1. **Project Code** 15-AG-11-GE-WSP-B
2. **Project Title** Workshop on the Development of Productive Rural Communities through Social Enterprises
3. **Duration:** 16–20 November 2015 (five days)
4. **Venue:** Siem Reap, Cambodia
5. **Addendum No.** 2
6. **Reference:** APO Project Notification 15-AG-11-GE-WSP-B dated 16 June 2015
7. **Details:** Changes in Project Notification Items No. 3 “Duration,” No. 4 “Venue,” and No. 8 “Closing Date for Nominations”

### 7-1 Change in Item Nos. 3 Duration, 4 Venue, and 8 Closing Date for Nominations

At the request of the NPCC, Cambodia, the timing and venue of the project have been changed to **21–25 November 2016 in Phnom Penh**. The closing date for nominations is **26 August 2016**.

Unless otherwise modified by the APO in writing, the provisions of the Project Notification dated 16 June 2015 and the Project Notification Addendum dated 22 July 2015 pertaining to this workshop remain valid.

Any inconvenience due to this postponement is regretted.

Mari Amano  
Secretary-General



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION ADDENDUM

22 July 2015

1. **Project Code** 15-AG-11-GE-WSP-B
2. **Project Title** Workshop on the Development of Productive Rural Communities through Social Enterprises
3. **Duration:** 16–20 November 2015 (five days)
4. **Venue:** Siem Reap, Cambodia
5. **Addendum No.** 1
6. **Reference:** APO Project Notification 15-AG-11-GE-WSP-B dated 16 June 2015
7. **Details:** Changes in Project Notification Items No. 3 “Duration” (postponement of project timing)

### 7-1 Change in Item No. 3 Duration

The **Workshop on the Development of Productive Rural Communities through Social Enterprises** is postponed tentatively to November 2016 due to unavoidable circumstances in the host country. Member countries will be informed of the new timing of the workshop as soon as possible.

Unless otherwise modified by the APO in writing, the provisions of the Project Notification dated 16 June 2015 pertaining to this workshop remain valid.

Any inconvenience due to this postponement is regretted.

Mari Amano  
Secretary-General



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

16 June 2015

1. **Project Code** 15-AG-11-GE-WSP-B
2. **Title** Workshop on the Development of Productive Rural Communities through Social Enterprises
3. **Timing and Duration** 16–20 November 2015 (five days)
4. **Venue** Siem Reap, Cambodia
5. **Implementing Organization**  
National Productivity Centre of Cambodia  
Ministry of Industry and Handicraft (MIH)  
No. 45, Norodom Blvd., Phnom Penh  
Phone: 855-15541800  
Fax: 855-23-222243  
e-mail: cambodialiason@ymail.com  
khunrumyol@yahoo.com.
6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Republic of China, Fiji, India, Indonesia, IR Iran, Republic of Korea, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam.  
However, other member countries with special interest in this project may nominate candidates upon consultation with the APO Secretariat.
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 11 September 2015
9. **Objectives**
  - a. To share and learn best management practices of successful social enterprises;
  - b. To identify critical factors essential to the sustainability of social enterprises; and
  - c. To assess the contributions of social enterprises to improving incomes and welfare in rural areas.

### 10. Background

Social enterprises have become increasingly popular in various countries in recent years. However, the concept and models vary among countries. The emerging view is that social enterprises are organizations undertaking business activities that reflect a commitment to social causes such as improving the welfare of disadvantaged groups through enhancement of income-generating activities, provision of basic utilities and services at affordable rates, and/or addressing environmental issues while working with stakeholders from more than one

sector of the economy. They are distinct from nonprofit and purely profit-oriented business organizations as their objective is not addressing purely social issues or purely financial considerations but the simultaneous achievement of both social and economic values. They make their money from trading goods and services in the open market or with targeted groups and reinvest their profits back into the business or the local community.

Several examples show that social enterprises are emerging as effective means of creating vibrant rural communities. They are able to reach and address the needs of stakeholders in rural areas, especially micro and small entrepreneurs who have limited or no access to basic support services from government agencies and financial institutions. It is essential to study the different models of social enterprises and identify the key economic and social elements that enhance their sustainability and success.

## 11. Scope and Methodology

The tentative topics to be covered are:

- a. Concept and principles of social enterprises;
- b. Case studies of different models of social enterprises;
- c. Raising initial funds for social enterprises;
- d. Management of social enterprise: Issues and challenges
- e. Sustaining and scaling up social enterprises; and
- f. Measuring the success and impact of social enterprises.

The workshop will consist of interactive sessions on theme presentations, sharing of country papers, individual/group exercises, and field visits.

The tentative program of the workshop is given below:

Date/Time	Activity
Sunday, 15 Nov. 2015	Arrival of participants at project venue
Monday, 16 Nov. 2015	Opening session Presentation of resource papers
Tuesday, 17 Nov. 2015	Presentation of resource papers Presentation of country papers
Wednesday, 18 Nov. 2015	Field visits to relevant companies and/or organizations
Thursday, 19 Nov. 2015	Group workshop/exercise
Friday, 20 Nov. 2015	Presentation of group workshop output Program evaluation Summing-up session Closing session
Saturday, 21 Nov. 2015	Departure of participants

## 12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	CEOs and managers of social enterprises or officials of government and NGOs involved in the promotion and implementation of
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programs for the development of social enterprises, especially in rural communities.

Experience	At least two years of experience in the position described above.
Education	University degree or equivalent qualification from a recognized university/institution.
Language	All proceedings of the project are conducted in English, and participants are frequently required to make oral and written presentations. They must therefore be proficient in spoken and written English. Those who are not proficient in English will not be accepted.
Health	Physically and mentally fit to attend an intensive project requiring participants to complete a number of individual and group activities and strenuous fieldwork. It is therefore recommended that member countries do not nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who fit the above profile are typically between 30 and 50 years of age.
APO Certificate	Participants are required to attend the entire program to receive the APO certificate of attendance.

### **13. Financial Arrangements**

#### **To be borne by participants or participating countries**

- a. Participants' insurance premiums: All participants should be fully insured against accident and illness (including hospitalization and death) for a principal sum equivalent to US\$10,000.00 for the entire duration of the project and travel and must submit to the APO Secretariat a copy of the comprehensive travel insurance certificate before participation. Such insurance should be valid in the host country. This insurance requirement is in addition to existing government insurance coverage in some member countries. If any participant is unable to insure himself/herself as stipulated above, he/she should secure this insurance in the host country at the commencement of the project and pay the premium himself/herself, if necessary, from the per diem allowance provided. Neither the APO nor the implementing organizations will be responsible for any eventuality arising from accident or illness.
- b. All expenses related to visa fees and airport taxes.
- c. Any expenses incurred by participants for stopovers on the way to and from the project venue as well as for extra stay at the project venue before and/or after the official project period because of early arrival or late departure, for example, due to either limited available flights or any other reason.

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

- a. Per diem allowances and hotel accommodation for up to 18 overseas participants for up to six days at the rate to be specified later.
- b. All local implementation costs.

## To be borne by the APO

- a. All assignment costs of overseas resource persons.
- b. Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participants' place of work and Siem Reap, Cambodia. As far as practicable, all participants should purchase discount tickets. Please note that the arrangements for the purchase of air tickets should follow the "Guide on Purchases of Air Tickets for APO Participants," which will be sent to the selected participants. It is also available on the APO website and from APO Liaison Officers in member countries.

## 14. Actions by Member Countries

- a. Each participating country is requested to nominate three or more candidates in the order of preference. Please ensure that candidates nominated meet the qualifications specified under section 12 above.
- b. No form of self-nomination will be accepted. All nominations must be endorsed and submitted by an APO Director, Alternative Director, Liaison Officer, or their designated officer.
- c. Please note that nomination of a candidate does not necessarily guarantee that he/she will be selected. Selection is at the discretion of the APO Secretariat. A basic criterion for selection is the homogeneity of the participants in terms of qualifications and work experience. Nonselection therefore does not mean that the candidates concerned are not competent enough. Sometimes candidates are not selected because they are overqualified for a project.
- d. Each nomination should be accompanied by the necessary documents. A nomination lacking any of these documents may not be considered: two copies of the candidate's biodata on the APO biodata form together with a passport-sized photograph. The biodata form can be downloaded from the APO website ([www.apo-tokyo.org](http://www.apo-tokyo.org)). We encourage submitting the biodata form to the APO Secretariat in electronic form as an attachment to a cover e-mail message from the APO Director, Alternate Director, or Liaison Officer. The nomination documents should be sent to the Agriculture Department, APO Secretariat (e-mail: [agr@apo-tokyo.org](mailto:agr@apo-tokyo.org), fax: 81-3-5840-5324).
- e. The APO Medical and Insurance Declaration/Certification Form. Every candidate must complete and submit a copy of the APO Medical and Insurance Declaration/Certification Form with his/her biodata at the time of nomination. Please note that self-declaration is sufficient for candidates without any of health conditions or illnesses listed on the reverse side of the medical form. However, for all others, medical certification by a licensed physician on the reverse side of the medical form is required.
- f. Necessary documents are to be submitted electronically. In that case, there is no need to send a hard copy by postal mail. However, if the documents are submitted by fax, member countries are requested to mail the originals of the documents to the APO Secretariat as well. If a digital photograph of a nominee is not attached to the electronic biodata form, a hard-copy photograph should be sent to the APO Secretariat by postal mail. Please give the candidate's name and the project code on the reverse side of the photograph.
- g. Member countries are requested to adhere to the nomination deadline given on page 1. The APO Secretariat may not consider late nominations as they have in the past resulted in considerable difficulties to the implementing organization in its preparatory work for the project.

- h. For member countries where nominations are required to be approved by higher government authorities and require a longer time, the APO Liaison Officers/NPOs are urged to send the names of nominees on or before the deadline, indicating that government approval will follow.
- i. If a selected participant becomes unable to attend, he/she should inform the APO Liaison Officer/NPO in his/her country immediately and give the reason for withdrawal. The NPO concerned is requested to transmit that information to the APO Secretariat and the host country promptly.
- j. NPOs are requested to inform the selected participants that they are not to bring family members or to engage in any private business activities during the entire duration of the project.
- k. Each selected participant should be instructed to arrive at the venue one day before the start of the official project. Also, he/she is expected to return home upon completion of the official project because he/she is visiting the host country for the specific purpose of attending this APO workshop.
- l. NPOs should inform participants that they must attend all five days of the project to qualify for the certificate of attendance.

#### **15. Actions by the APO Secretariat**

- a. Under normal circumstances, candidates who are selected will be informed of their acceptance at least four weeks prior to the start of the project.
- b. If some candidates fail to qualify or be unable to participate after selection, or if some member countries fail to nominate any candidate, their slots may be filled by alternates from the same or another member country on a merit basis.

#### **16. Project Preparation**

The participants are required to prepare a paper prior to departure for the project venue. In preparing the paper, they are expected to follow the "Guidelines for the Preparation of Country Papers" to be provided later.

#### **17. Postproject Actions**

All participants are required to prepare action plans and share the plans with their NPOs. The APO will also request participants to submit progress reports six months after completion of the workshop.

#### **18. Evaluation of Participants**

If the conduct/attendance/performance of a participant is not satisfactory, these will be reported to the APO director concerned.

#### **19. Guide for Participants**

Other conditions for participation are given in the *APO Guide for Participants*, which is available from APO Liaison Officers/NPOs in member countries and on the APO website ([www.apo-tokyo.org](http://www.apo-tokyo.org)).



Mari Amano  
Secretary-General