



PROJECT NOTIFICATION ADDENDUM

15 May 2019

1. **Project Code** 18-IN-22-GE-TRC-A
2. **Project Title** Training of Trainers in Material Flow Cost Accounting for SMEs
3. **Timing and Duration:** 15–19 October 2018 (five days)
4. **Venue:** Islamabad, Pakistan
5. **Addendum No.:** 2
6. **References:** APO Project Notification Addendum 18-IN-22-GE-TRC-A dated 15 October 2018
APO Project Notification 18-IN-22-GE-TRC-A dated 25 April 2018
7. **Details:** Changes in Project Notification Items No. 3 “Timing and Duration” and No. 8 “Closing Date for Nominations”

7-1. Change in Item No. 3 “Timing and Duration”

The timing of the training course has been changed as follows due to unavoidable circumstances:

From 18–22 March 2019 to **2–6 September 2019**. The duration of the training course remains unchanged.

7-2. Change in Item No. 8 “Closing Date for Nominations”

Please submit nominations by **20 June 2019**.

Unless otherwise modified by the APO in writing, the provisions of the Project Notification Addendum dated 15 October 2018 and the Project Notification dated 25 April 2018 pertaining to this training course remain valid.

Dr. Santhi Kanoktanaporn
Secretary-General



PROJECT NOTIFICATION ADDENDUM

15 October 2018

1. **Project Code** 18-IN-22-GE-TRC-A
2. **Project Title** Training of Trainers in Material Flow Cost Accounting for SMEs
3. **Timing and Duration:** 15–19 October 2018 (five days)
4. **Venue:** Islamabad, Pakistan
5. **Addendum No.:** 1
6. **Reference:** APO Project Notification 18-IN-22-GE-TRC-A dated 25 April 2018
7. **Details:** Changes in Project Notification Items No. 3 “Timing and Duration” and No. 8 “Closing Date for Nominations”

7-1. Change in Item No. 3 “Timing and Duration”

The timing of the training course has been changed as follows due to unavoidable circumstances:

From 15–19 October 2018 to **18–22 March 2019**. The duration of the training course remains unchanged.

7-2. Change in Item No. 8 “Closing Date for Nominations”

Please submit nominations by **14 December 2018**.

Unless otherwise modified by the APO in writing, the provisions of the Project Notification dated 25 April 2018 pertaining to this training course remain valid.

Dr. Santhi Kanoktanaporn
Secretary-General



PROJECT NOTIFICATION

25 April 2018

1. **Project Code** 18-IN-22-GE-TRC-A
2. **Title** Training of Trainers in Material Flow Cost Accounting for SMEs
3. **Timing and Duration** 15–19 October 2018 (five days)
4. **Venue** Islamabad, Pakistan
5. **Implementing Organization** National Productivity Organization (NPO Pakistan)
2nd Floor, Software Technology Park
Constitution Avenue, F-5/1
Islamabad, Pakistan
Phone: 92-51-2823304/5
6. **Number of Overseas Participants** Up to 18 qualified participants
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 27 August 2018
9. **Objectives**
 - a. To develop a pool of trainers on MFCA who will be able to guide SMEs in improving their organizational performance through effective applications of MFCA leveraging practical approaches and supplementary smart technologies; and
 - b. To introduce different approaches in conducting MFCA training for the SMEs in their respective countries.

10. Background

MFCA is a management tool focusing on the optimization of resources utilized in the operational flow. It examines the use of materials and energy as well as the waste produced, proposes the treatment of waste as resources, and therefore contributes to reductions in emissions and nonproducts, more efficient utilization of resources, and improved productivity. It was first developed in Germany in the late 1990s and was later adopted widely by Japanese companies. With its international standard, ISO 14051, which complements the ISO 14000 family of environmental management system standards, MFCA has helped numerous SMEs to reduce waste and costs and thus increase profits and overall productivity. It has also been recognized and promoted by other international bodies, such as Asia-Pacific Economic Cooperation, as a powerful technique to address issues of productivity enhancement as well as environmental protection.

An international standard on MFCA practices, ISO 14051, was developed and published in

Asian Productivity Organization

1-24-1 Hongo, Bunkyo-ku, Tokyo 113-0033, Japan Tel: (81-3)3830-0411 Fax: (81-3)5840-5322 www.apo-tokyo.org

2011, which has helped SMEs and other organizations reduce waste and costs and thus increase overall productivity. The APO has organized numerous projects related to MFCA, including workshops in Bangladesh, Indonesia, and Japan; training courses in the ROC, Mongolia, and the Philippines; demonstration company projects in Mongolia and Thailand; Technical Expert Service projects in India and Indonesia; and e-learning courses. This training course is thus in line with the Green Productivity concept that the APO has long promoted and will provide opportunities for member countries to develop trainers who can then disseminate this knowledge to SMEs in their countries.

11. Scope and Methodology

The tentative modules to be covered are:

- MFCA concepts, methodology, and impact on productivity and sustainability;
- Success stories of MFCA application from SMEs, linking MFCA with international standards; and
- Good practices and case studies of MFCA, designing and conducting MFCA training programs, and MFCA trends and future application in Industries 4.0.

The program will consist of interactive lectures, group work and discussions, site visit(s), and case study presentations; participants will also attend a dissemination conference on MFCA.

The tentative program of the training course is given below:

Date/Time	Activity
Sunday, 14 October 2018	Arrival of participants in Islamabad
Monday, 15 October	Opening session Precourse assessment Training modules
Tuesday, 16 October	Training modules
Wednesday, 17 October	Training modules Group discussion and exercise
Thursday, 18 October	Dissemination conference on Development of Demonstration Companies on MFCA Site visit(s)
Friday, 19 October	Postcourse assessment Program evaluation and closing session
Saturday, 20 October	Departure of participants

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Trainers or consultants engaged in MFCA training in government units/NPOs and representatives from industrial associations.
Experience	At least five 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 35 and 50 years of age.
Attendance	Participants are required to attend the entire program.

13. Financial Arrangements

a. Airfare

The APO will bear the cost of round-trip economy-class international airfare between the international airport nearest to the participants' place of work and Islamabad, Pakistan, from organizations in any of these categories:

- a. SMEs;
- b. Nonprofit organizations; and
- c. Any organization from the APO list of LDCs.*

**As of 7 July 2006, the APO list of LDCs comprised Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.*

The APO will only reimburse discount air tickets for the most direct route. Participants should 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 and is also available on the APO website and from APO Liaison Officers in member countries.

b. Participating Country Expenses (PCEs)

PCEs payable to the APO do not apply to organizations in any of these categories:

- a. SMEs;
- b. Nonprofit organizations; and
- c. Any organization from the APO list of LDCs.*

**As of 7 July 2006, the APO list of LDCs comprised Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.*

c. Insurance Coverage

Participants' insurance premiums: All participants should be fully insured against accident and illness (including hospitalization and death) for a principal sum equivalent to USD10,000.00 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 organization will be responsible for any eventuality arising from accident, illness, acts of war, force majeure, or any unexpected events beyond human control such as those related to natural disasters.

d. Cost Sharing

Subject to the conditions stated in the Financial Arrangements section, the following table shows the cost-sharing arrangements between the APO, host country, and participants or participating countries.

Cost item	Cost to be borne by		
	Participants or participating countries	Host country	APO
Round-trip economy-class international airfare (refer to paragraph 13a for conditions)	Conditions apply	No	Conditions apply
Participating Country Expenses (PCEs) (refer to paragraph 13b)	USD50 per participant	No	No
Hotel accommodation in Islamabad	No	Yes	No
Per diem allowance in Islamabad	No	Yes	No
Transportation costs to and from hotel and airport in Islamabad	No	Yes	No
Insurance coverage in Pakistan (refer to paragraph 13c)	Yes	No	No
Any expenses related to visa fees and airport taxes	Yes	No	No
All expenses incurred by participants for any reason including but not limited to: a. Stopovers b. Extension of stay c. Early arrival or late departure d. Flight cancellation	Yes	No	No
Any cancellation charges for expenses such as airfare and accommodations incurred by the APO or host country after issuance of Letters of Acceptance	Yes	No	No
Assignment costs of international resource persons	NA	No	Yes
Assignment costs of local resource persons	NA	Yes	No
All local implementation costs including but not limited to: a. Meeting rooms	NA	Yes	No

Cost item	Cost to be borne by		
	Participants or participating countries	Host country	APO
b. Documentation			
c. Preparatory costs			

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 selection committee 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). 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 Industry Department, APO Secretariat (e-mail: ind@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, 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 training course.
- l. NPOs should inform participants that they must attend all five days of the project.
- m. NPOs should assist the APO and/or host country in collecting amounts corresponding to cancellation charges arising from withdrawal or no-show of a participant.

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 short 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 training course.

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).

20. Dress Code

Participants are required to wear business attire during the project. Other instructions will be provided in the circular for participants.



Santhi Kanoktanaporn
Secretary-General