



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

16 December 2015

1. **Project Code** 16-IN-61-GE-TRC-B
2. **Title** Training Course on Business Excellence for the Public Sector
3. **Timing and Duration** 23–27 May 2016 (five days)
4. **Venue** Nadi, Fiji
5. **Implementing Organization** National Training & Productivity Centre (NTPC)  
Fiji National University  
  
Address: 2/8 Queen Elizabeth Drive, Nasese, Suva, Fiji  
Phone: 679-3311-004 / 3313-074 / 9993-080  
Fax: 679-3311-756  
e-Mail: [dntpc@fnu.ac.fj](mailto:dntpc@fnu.ac.fj)
6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Cambodia, Republic of China, India, Indonesia, IR Iran, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam. 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** 1 April 2016

### 9. Objectives

The objectives of this training course include:

- a. Promoting the business excellence (BE) concept in public-sector organizations;
- b. Developing assessment tools for the BE framework for public-sector organizations;
- c. Forming strategies for BE implementation in public-sector organizations; and
- d. Sharing best practices of BE strategy.

### 10. Background

The BE framework is a dynamic tool enabling organizations to improve competitiveness and productivity. Using the BE framework, organizations can identify strengths and opportunities

and then align management systems and processes to create an environment for sustainable and continuous improvement.

In 2009, SPRING Singapore was designated by the APO as its Center of Excellence (COE) on BE to assist other APO member countries to develop and strengthen their BE initiatives. The COE on BE has conducted a series of activities including research, sharing of best practices, building competencies of BE experts, and transferring knowledge to other APO member countries. More recently, the APO and COE have been sending BE experts to member countries to help develop their strategy for BE development for the public sector.

To expand BE awareness in the public sector, the APO conducted a workshop in Singapore and a Technical Expert Service (TES) assignment in the Philippines in 2013; a research project in Singapore, workshop in Fiji, and another TES assignment in the Philippines in 2014; and a conference in Pakistan and e-learning course in 2015. This training course will focus on exchanging knowledge of and experience in promoting the concept of BE in the public sector, simple tools for assessment, and clear steps that will allow public-sector organizations to progress in BE maturity.

## 11. Scope and Methodology

### Scope

BE framework and criteria;  
Application of BE in the public sector;  
BE assessment process and scoring;  
Sustainability of BE in the public sector;  
Sharing of good practices;  
Drafting action plans for implementing BE in the public sector.

### Methodology

Expert lectures, group discussions, country presentations, case studies, site visits, and action plans.

The tentative program of this training course is given below:

<b>Date/Time</b>	<b>Activity</b>
Sun., 22 May 2016	Arrival of participants in Nadi, Fiji
Mon., 23 May 2016	Opening session, expert presentations
Tue., 24 May 2016	Expert presentations
Wed., 25 May 2016	Country paper presentations, discussions
Thu., 26 May 2016	Site visits, analyses, preparation of group work
Fri., 27 May 2016	Individual presentations, closing session
Sat., 28 May 2016	Departure of participants

## 12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Officials in government agencies, management executives in public-sector organizations, consultants for public-sector organizations, professionals in assessing public-sector
------------------	---

performance, and NPO officers. Candidates who completed the previous APO e-learning project on the same topic may be given priority in selecting participants for this face-to-face training course (participants are expected to disseminate and practice the knowledge and experiences learned in this project).

Experience	At least five years of experience in a related field.
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 field work. 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.
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**

For participants from profit-making organizations except for SMEs, and from APO member countries other than Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal:

- a. Round-trip international airfare between the member country and Nadi, Fiji.
- b. Participating country expenses of USD50.00 per participant, payable to the APO in convertible currency.

For all participants:

- a. All participants should be fully insured against accident and illness (including hospitalization and death) for the principal sum of US\$10,000 for the entire duration of the project and travel and must submit to the APO before participation a copy of the comprehensive travel insurance certificate valid in Fiji. 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. Neither the APO nor the implementing organization 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 or for extra stay at the project venue before and/or after the official project period due to early arrival, late departure, 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 Nadi. As far as practicable, all participants should purchase discounted 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 Industry Department, APO Secretariat (e-mail: [ind@apo-tokyo.org](mailto: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, 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 training course.
- 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 country paper prior to departure for the project venue, in preparing the paper, "Guidelines for the Preparation of Country Papers" will 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](http://www.apo-tokyo.org)).



Mari Amano  
Secretary-General