

# Asian Productivity Organization

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## PROJECT NOTIFICATION

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1. **Project Code:** 11-IN-02-GE-TES-C
2. **Project Title:** Technical Expert Services (TES)
3. **Timing:** January–December 2011
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:**

#### 7.1 Category C projects

To enhance the impact and benefits of multicountry projects, the APO offers in-country (Category C) 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.

#### 7.2 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.

As the TES Program in 2009 introduced a new modality, i.e., allocation of the experts per member country under TES was specified, with the aim of improving its effectiveness and balancing the utilization of this service among APO member countries, TES 2011 will

maintain the following basic modality with some modifications for application schedules.

- a. **Priority areas:** To improve the implementation of the TES Program, and taking into account the suggestions and recommendations from the recent WSM, in 2011 TES will introduce the following new priority areas:
- Business excellence;
  - Knowledge management/innovation;
  - Green Productivity
    - Greening supply chains;
    - Effective resource management;
  - Public- and service-sector productivity;
  - Productivity measurement;
  - Development of SMEs;
  - Food safety management;
  - Sustainable farming; and
  - Agribusiness and rural enterprise development.

The above priority areas are closely related to the thrust areas of the APO and projects to be implemented in 2011. 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.

Some ideal examples of TES assignments in the past are given in Attachment 1 for reference. Please also note that the APO project schedule for 2010 and 2011 related to the above priority areas is included in the attachment.

- b. **Balanced utilization of TES:** To spread the utilization of TES more equally among all member countries, each will initially be allocated **two** expert assignments in 2011. The expert allocations resulting from the underutilization of TES by member countries by the **end of May 2011** will be given to other member countries to meet their additional requests.
- c. **Timing of submission:** Submission of requests is accepted up to the end of March 2011. If member countries are not able to utilize allocated experts by the end of May 2011, 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. The Secretariat will announce the submission of requests for possible additional assignments of experts by May 2011.
- 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.

Member countries should be guided by these directions; more details are provided below.

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

### **Scope**

- a) Training of the staff of NPOs and other productivity-related organizations/stakeholders of 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.

Remarks: All TES applications 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 2). 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 accordingly. 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 2011.

If member countries are not able to utilize two experts by the end of May 2011, 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 small 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, a maximum utilization plan for his/her 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 2012, the approval may be cancelled to close the project account on time. Such cancelled TES projects could be taken up again under TES 2012. In this case, the NPOs concerned will be requested to resubmit the application under TES 2012 for new approval, if appropriate.

***b) Schedule for Application***

The applications should be made 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 applications should preferably reach the APO Secretariat before **31 March 2011**. All applications will be reviewed immediately after the deadline. The selection of applications will be made by the TES Committee based on the suitability, optimized utilization of this program by member countries, and budget availability. The applications that have been received by the above deadline will be given priority.

***c) 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.

**d) *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 3, 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.

**e) *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.

**f) *Cancellation policy***

If the expert deputation 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**

**a) To be borne by the APO**

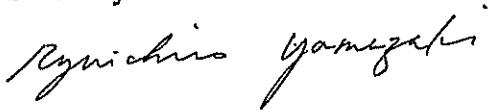
i) All deputation costs of overseas experts.

**b) To be borne by the member country**

i) All local implementation costs including costs for local surface transportation during the TES assignment in the country.

ii) 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.

Ryuichiro Yamazaki  
Secretary-General



Attachments (2) and (3)

**Examples of the effective utilization of TES  
&  
TES 2010 priority areas and related projects in 2009 and 2010**

**a. Examples of the Effective Utilization of TES**

**Example 1: Capacity building of NPOs**

A TES expert was assigned to develop energy auditors in an NPO. With a team of energy auditors in place, the NPO became one of the lead national agencies to conduct energy audits in industry and received a special cash grant from the government for its activities.

**Example 2: Utilization of multicountry experts for national training**

The experts assigned to an APO multicountry project in the field of tourism were requested to remain under the TES Program and were utilized for the development of a national action plan and at a national seminar. The seminar was attended by 50 local participants.

**Example 3: Follow-up to multicountry projects**

A TES expert was assigned to assist in the establishment of a Green Purchasing Network at the national level, which was one tangible output of the Eco-products International Fair (EPIF).

A TES expert was assigned to the Green Productivity, Green Purchasing toward Green Philippines (GP3) Conference, which was a national conference following up the EPIF.

A TES expert was requested for a National Seminar on the Management of Technology for SMEs, which was inspired by the APO Seminar on the Management of Technology.

- Business excellence;
- Knowledge management/innovation;
- Green Productivity
  - Greening supply chains
  - Effective resource management;
- Public- and service-sector productivity;
- Productivity measurement;
- Development of SMEs;
- Food safety management;
- Sustainable farming; and
- Agribusiness and rural enterprise development.

**b. TES 2011 priority areas and related projects in 2010 and 2011**

- **Business excellence**
  - Business Excellence Global Conference and Training for Senior Assessors (2010)
  - Multicountry Observational Study Mission on Quality Awards in APO Member Countries (2010 and scheduled for 2011)

- Workshop for Business Excellence Consultants (scheduled for 2011)
- **Knowledge management/innovation**
  - Training Course on Innovation in Production Systems (2010)
  - Study Mission to a Nonmember Country on Quality and Innovation (2010)
  - e-Learning Course on Knowledge Management Concepts and Practices (2010)
  - Training Course on Knowledge Management for NPO Trainers/Facilitators (2010)
  - Multicountry Observational Study Mission on Knowledge-creating Enterprises (2010)
  - Workshop on Innovation and Competitiveness in SMEs (scheduled for 2011)
  - Study Meeting on KM Knowledge Clusters for SMEs in Asia (scheduled for 2011)
  - e-learning Course on Knowledge Management for the Service Sector (scheduled for 2011)
- **Green Productivity**
  - Training of Trainers in Green Productivity (2010 and scheduled for 2011)
  - *- Greening Supply Chains*
    - Eco-products International Fair (2010 and scheduled for 2011)
    - International Conference on Green Technology (2010)
    - International Conference on Green Productivity to Enhance Competitiveness (2010)
    - Study Meeting on the Eco-products Database (2010)
    - Workshop on Green Procurement and Green Purchasing: SME Focus (2010)
    - Workshop on Eco-products Database (scheduled for 2011)
    - Workshop on Green Supply Chains and Eco-design (scheduled for 2011)
    - International Conference on Green Productivity for a Sustainable Environment (scheduled for 2011)
  - *- Effective Resource Management*
    - Study Mission to a Nonmember Country on Energy Efficiency (2010)
    - Training Course on Integrated Waste Management at Resorts, Hotels, and Restaurants (2010)
    - e-Learning Course on Energy Efficiency and SMEs (2010)
    - Advanced Training Course on Energy Efficiency and SMEs (2010)
    - Workshop on Energy Management Capacity Building (2010 and scheduled for 2011)
    - Training Course for Energy Auditors (2010)
    - Workshop on Renewable Energy (scheduled for 2011)
    - Training Course on Energy Efficiency and SMEs (scheduled for 2011)
- **Public- and service-sector productivity**
  - Study Meeting on Innovation in Public-sector Service Delivery (2010)
  - Study Meeting on Service-sector Innovation (2010)



- Study Mission to a Nonmember Country on Public-sector Innovation (2010)
  - Training Course on Strategic Management Consultancy with the Focus on the Service Sector (2010)
  - e-Learning Course on Service Innovation (2010)
  - e-Learning Course on TQM for the Service Industry (2010)
  - Research on KM for Public-sector Productivity (scheduled for 2011)
  - Study Meeting on Innovation in the Service Sector (scheduled for 2011)
  - Study Meeting on Lean Management Systems in the Public Sector (scheduled for 2011)
  - Training of Trainers in Total Quality Management for the Service Industry (scheduled for 2011)
- **Productivity Measurement**
    - APO Productivity Database (2010 and scheduled for 2011)
    - Research on Human Capital Measurement (2010 and scheduled for 2011)
- **Development of SMEs**
    - Study Meeting on Strategic Mergers and Acquisitions for SMEs (2010)
    - Multicountry Observational Study Mission on SME Development (2010 and scheduled for 2011)
    - Training Course on Knowledge Management for SMEs (2010)
    - Study Meeting on Business Development Strategies for SMEs after the Global Financial Crisis (2010)
    - Improvement of SMEs (scheduled for 2011)
    - Workshop on Market Access for SMEs (scheduled for 2011)
    - Workshop on Development of an Asian SME Benchmarking Index (scheduled for 2011)
    - Multicountry Observational Study Mission on SME Best Practices in Service Excellence (scheduled for 2011)
    - Training Course on Management Consultancy for SMEs (scheduled for 2011)
    - Workshop on Innovation and Competitiveness in SMEs (scheduled for 2011)
- **Food safety management**
    - e-Learning Course on Food Safety Management and Food Traceability (2010)
    - Training Course on ISO22000 for Auditors/Lead Auditors (2010)
    - Study Mission to a Nonmember Country on Quality Management for Processed Food and Beverage Products (2010)
    - Training Course on ISO22000 for Auditors/Lead Auditors
    - Multicountry Observational Study Mission on Developing Reliable, Safe, Green Food Supply Chains
- **Eco-friendly farming**
    - Training Course on Standard and Certification Systems for Organic Agricultural Products (2010)
    - e-Learning Course on GLOBALGAP for Greater Market Access of Agrifood Products (2010)

- Study Mission to a Nonmember Country on GLOBALGAP for Greater Market Access of Agrifood Products (2010)
- Study Meeting on Climate Change and Its Impact on Agriculture
- Multicountry Observational Study Mission on Good Agricultural Practices (GAP)
- **Agribusiness and rural enterprise development**
  - Multicountry Observational Study Mission on Export Promotion of Agrifood Products (2010)
  - Workshop on Innovative Approaches and Tools for Improving the Performance of Agribusiness SMEs (2010)
  - Seminar on Building Value Chains in Agribusiness (2010)
  - Workshop on Logistics Management for SMEs: Collection and Distribution Systems for Agricultural Products (2010)
  - Multicountry Observational Study Mission on Development of Biotechnology Business Models for SMEs in Agribusiness (scheduled for 2011)
  - e-Learning Course on International Trade of Agriculture and Food Practices (scheduled for 2011)
  - Workshop on Fair Trade for Enhancing Market Access of Agricultural Products from Developing Countries in Asia (scheduled for 2011)
  - Training Course on Logistics Management in Agribusiness (scheduled for 2011)
  - Training Course for Women Trainers on Management of Micro and Small Food-processing Enterprises (scheduled for 2011)
  - Study Meeting on Agribusiness Service Innovation (scheduled for 2011)
  - Training Course on Diversification and Value Addition to Agricultural Products (scheduled for 2011)

# 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 2011.

### 1. General Information

**Background:**

**Objective:**

**Linkage with priority areas of TES 2011:**

**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>	<input type="checkbox"/> Fixed, hence not flexible <input type="checkbox"/> Preferable, but not yet fixed <input type="checkbox"/> 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?	<u>Yes (_____)</u> : The APO expert is expected to conduct the project by him/herself <u>No (_____)</u> : 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: \_\_\_\_\_ Data: \_\_\_\_\_

Endorsed by: \_\_\_\_\_ Data: \_\_\_\_\_  
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.**

**Attachment 3****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 lecturers

- (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: