

Asian Productivity Organization

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PROJECT NOTIFICATION

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1. **Project Code:** 12-IN-02-GE-TES-C
2. **Project Title:** Technical Expert Services (TES)
3. **Timing:** January–December 2012
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.

The number of experts assigned per member country under TES 2012 will be specified to improve effectiveness and balance the utilization of this program among the APO membership.

- a. **Priority areas:** To improve the implementation of the TES Program, and based on the newly approved Strategic Direction of the APO, in 2012 TES will introduce the following priority areas:

Strategic Direction 1: Development of NPOs, SMEs and Communities

- Development of SMEs Competitiveness;
- Rural enterprise development; and
- Strengthening of national productivity movement.

Strategic Direction 2: Innovation-led Productivity

- Food safety management;
- Knowledge management;
- Productivity measurement; and
- Public-and service-sector productivity.

Strategic Direction 3: Green Productivity

- Effective resource management;
- Greening supply chains;
- Promotion of eco-products and ecolabeling; and
- Sustainable farming.

The above priority areas are closely related to new strategic directions of the APO and projects to be implemented in 2012. 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 2012 related to the above priority areas is included the attachment.

- a. **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 2012. The expert allocations resulting from the underutilization of TES by member countries by the **end of May 2012** will be given to other member countries to meet their additional requests.
- b. **Timetable:** Submission of requests for a year 2012 is accepted by 10 February 2012. If member countries are not able to utilize allocated experts by the end of May 2012, 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 2012.
- c. **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 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 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 2012.

If a member country is not able to avail of two experts by the end of May 2012, 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, 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 2013, the approval may be cancelled to close the project account on time. Such cancelled TES projects could be taken up again under TES 2013. In this case, the NPOs concerned will be requested to resubmit the application under TES 2013 for new approval, if appropriate.

b) Selection of 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 timing of submission of the applications should be followed to the timetable mentioned at 7.2-c. 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

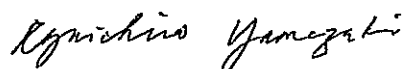
a) To be borne by the APO

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 (1), (2) and (3)

**Examples of the Effective Utilization of TES
and
TES 2012 Priority Areas and Related Projects in 2011**

a. Examples of the Effective Utilization of TES

Example 1: Capacity building of NPOs

A TES expert was assigned to develop APO knowledge management (KM) practitioners in an NPO. With a team of KM practitioners in place, the NPO was able to provide a demonstration company with a KM capacity-building program.

Example 2: Utilization of multicountry experts for national training

The expert assigned to an APO multicountry project in the field of food safety management (ISO 22000) was requested to give specific advisory service based on the local conditions and needs under the TES Program. The expert was utilized for the development of an action plan to achieve the ultimate goal of ISO certification.

Example 3: Sharing the expertise from APO demonstration projects

TES experts were assigned to share the expertise gained through APO demonstration projects on KM and lean management in healthcare. The relevant information was shared with substantial numbers of local individuals in the host countries.

b. TES 2012 Priority Areas and Related Projects in 2011

TES 2012 priority areas

Strategic Direction 1: Development of NPOs, SMEs, and Communities

- Development of SME Competitiveness;
- Rural enterprise development; and
- Strengthening of the national productivity movement.

Strategic Direction 2: Innovation-led Productivity

- Food safety management;
- KM;
- Productivity measurement; and
- Public- and service-sector productivity.

Strategic Direction 3: Green Productivity

- Effective resource management;
- Greening supply chains;
- Promotion of ecoproducts and ecolabeling; and
- Sustainable farming.

Related projects in 2011

- Strategic Direction 1: Development of SME Competitiveness
 - Multicountry Observational Study Mission on SME Best Practices in Service Excellence
 - Training Course on Total Productive Maintenance Applications in SMEs
 - Multicountry Observational Study Mission on SME Development
 - Workshop on Innovation and Competitiveness in SMEs
 - Workshop on Market Access for SMEs

- Strategic Direction 1: Rural enterprise development
 - Workshop on Promotion and Marketing of OVOP Products
 - Workshop for Women on the Management of Small and Medium Food-processing Enterprises
 - Training Course on Promotion and Marketing of Agrotourism Products
- Strategic Direction 1: Strengthening of the national productivity movement
 - Top Management Forum (Kyoto Forum)
- Strategic Direction 2: Food safety management
 - Multicountry Observational Study Mission on Developing Reliable, Safe, Green Food Supply Chains
 - Training Course on Risk Analysis and Risk Assessment for the Food Industry
- Strategic Direction 2: KM
 - Study Meeting on KM Knowledge Cluster for SMEs in Asia
- Strategic Direction 2: Productivity measurement
 - APO Productivity Database
 - APO Productivity Databook
 - Research on Human Capital Measurement (Phase II)
- Strategic Direction 2: Public- and service-sector productivity.
 - Study Meeting on Lean Management Systems in the Public Sector
 - Research on KM for Public-sector Productivity
 - e-Learning Course on KM for the Service Sector
- Strategic Direction 3: Effective resource management
 - Workshop on Renewable Energy
 - Training Course on Energy Efficiency and SMEs
 - Training Course on Energy Management Capacity Building
- Strategic Direction 3: Greening supply chains
 - Workshop on Green Supply Chains and Ecodesign
 - International Conference on Green Productivity for a Sustainable Environment
- Strategic Direction 3: Promotion of ecoproducts and ecolabeling
 - Ecoproducts International Fair 2011
 - Establishment of Ecoproducts Database
 - Workshop on Ecoproducts Database
 - International Conference on Green Technology
- Strategic Direction 3: Sustainable farming
 - Multicountry Observational Study Mission on Development of Biotechnology Business Models for SMEs in Agribusiness
 - Multicountry Observational Study Mission on Good Agricultural Practices
 - Study Meeting on Climate Change and its Impact on Agriculture
 - Training Course on Organic Product Certification and Auditing