



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

7 March 2014

1. **Project Code** 14-IN-33-GE-TRC-A
2. **Title** Training Course on Management Consultancy with Special Focus on Green Productivity
3. **Timing and Duration** 16–27 June 2014 (12 days)
4. **Venue** Tokyo, Japan
5. **Implementing Organization** Japan Productivity Center (JPC)
Address: 1-1 Shibuya 3-chome, Shibuya-ku
Tokyo 150-8307, Japan
Phone: (81) 3-3409-1135
Fax: (81) 3-3409-5880
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** 7 May 2014
9. **Objectives**

To train participants to undertake management consultancy services on Green Productivity (GP), encompassing productivity enhancement and environmental protection in manufacturing industries.

10. Background

The APO, in collaboration with the JPC, the NPO of Japan, has organized training courses on management consultancy-related topics since 1964 as one of its core courses. Since 2009, the training courses have focused on SMEs, which is one of the three strategic directions of the APO. The 2013 training course shifted the focus to support another strategic direction, promoting GP. This focus will be continued in the 2014 training course. GP is a strategy for enhancing productivity and environmental performance for overall socioeconomic development. It involves the application of appropriate productivity and environmental management tools, techniques, and technologies to reduce the environmental impact of an organization's activities, goods, and services. The APO has been in the forefront in promoting this strategy in member countries for two decades.

Emphasis in the training course is placed on the framework of management consultancy and GP applications, particularly how to utilize raw materials and other resources effectively and to minimize waste from processes. It will enhance the competency of consultants of NPOs or similar institutions in the area of management consultancy with GP applications. At the end of the training course, the participants are expected to have acquired the:

- a. Knowledge and skills necessary to help them apply GP in their consultancy service;
- b. Ability to develop an action plan for implementing GP activities at the client's organization; and
- c. Ability to implement practical, cost effective-solutions to enhance profitability and ultimately sustain growth.

The participants are required to prepare a consultancy plan beforehand for their client/company with the focus on efficient, effective resource management. They should gather baseline information including the vision and mission, objectives, performance indicators, areas for productivity improvement, and environmental impact issues. Participants will present their plans in the first week of the course. The plans will be refined/improved by integrating GP applications during the course. The finalized plans will be presented at the end of the course.

11. Scope and Methodology

The tentative modules to be covered are:

- a. Overall framework of management consultancy;
- b. Consulting skills in business management, production management, and quality management;
- c. Application of material flow cost accounting (MFCA) to minimize resources and waste in processes;
- d. Concept of GP and its implementation;
- e. Observational site visits to learn best practices in GP-related applications; and
- f. Individual action plans for management consultancy with the focus on GP.

The training course will consist of lectures and discussions, exchange of consultancy experiences, presentations of case studies, organization of site visits, presentation of individual action plans, and examination.

The tentative program of the training course is given below:

Date/Time	Activity
Sun., 15 June 2014	Arrival of participants in Tokyo
Mon., 16 June	Opening session, course overview, and overall framework of management consultancy
Tues., 17 June	Overall framework of management consultancy (cont.)
Wed., 18 June	Relation between kaizen activity and GP Presentation of individual reports by participants
Thurs. 19 June	Production management for productivity improvement Presentation of individual reports by participants
Fri., 20 June	MFCA and the GP concept
Sat. 21 June	Free time
Sun., 22 June	Participants leave for Osaka
Mon., 23 June	Observational site visits 1 and 2
Tues., 24 June	Observational site visits 3 and 4 Participants leave for Tokyo
Wed., 25 June	GP application and case studies
Thurs. 26 June	Presentation of action plans by participants
Fri., 27 June	Summing-up session, examination, program evaluation, and closing session

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Consultants of NPOs or similar institutions involved in consulting on productivity and quality improvement in manufacturing industries.
Experience	At least five years of experience in consulting for productivity improvement.
Education	Preferably a university degree or higher qualification.
Language Proficiency	Proficiency in written and spoken English is essential for this two-week intensive, interactive program. Those who are not proficient in English should not apply.
Health	Physically and mentally fit to attend an intensive program entailing strenuous travel and several plant/field visits.
Age	Preferably between 35 and 50 years.
APO Certificate	Participants are required to attend the entire training course 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, from APO member countries other than Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal:

- a. Round-trip international airfare between the member country and Tokyo; and
- b. Participating Country Expenses at US\$50.00 per participant, payable to the APO in convertible currency.

For all participants:

- a. Participants must be fully insured in Japan, regardless of any insurance coverage obtained in their own country, against accident and illness (including hospitalization and death) for:
 - accidental death and dismemberment up to 4,000,000 yen,
 - medical expenses for accident up to 4,000,000 yen, and
 - medical expenses for illness up to 4,000,000 yenfor the entire duration of the project. The APO will secure this insurance on behalf of the participants in the host country from the day before project commencement until the day after project completion. Each participant must pay the premium himself/herself from the per diem allowances provided. 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.

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- 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 15 overseas participants for up to 13 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. The cost of hotel accommodations (including tax and service charges) and per diem allowances for three overseas participants for up to 13 days.
- c. Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participants' place of work and Tokyo, Japan, for participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal, and for participants from SMEs and nonprofit organizations from other APO member countries. As far as practicable, all participants should purchase discounted tickets. Please note that any arrangements for the purchase of air tickets should follow the "Guide on Purchases of Air Tickets for APO Project Participants" on page 16 of the APO Guide for Participants, which is available on the APO website at <http://www.apo-tokyo.org> and from APO Liaison Officers in member countries. Please note that no additional per diem allowances will be provided due to early arrival, delayed departure, rerouting of tickets, or any other reason.

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). 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, 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 informed 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 12 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 an individual report on management consultancy with focus on efficient, effective resource management prior to departure for the project venue. In

preparing the report, they are expected to follow the attached “Guidelines for the Preparation of Individual Report.” The report will undergo an expert review at the end of the course.

17. Postproject Actions

All participants are required to take an examination at the end of the training course to assess the level of understanding and also prepare action plans which will be shared with their NPOs. The APO will also request participants to submit progress reports on management consultancy activity six months after completion of the project to present how the participant applied the knowledge, skills, and experience from the training to actual practice.

18. 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).



Mari Amano
Secretary-General

14-IN-33-GE-TRC-A

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Guidelines for Preparation of Individual Reports

Each selected participant is required to prepare and submit an individual presentation for an ongoing consultancy project on productivity improvement to share consultancy project information with other participants and resource persons.

Content guidelines are:

- a. Basic information on the project
- b. Areas for productivity improvement for which participants are providing consultancy service
- c. Identification of problems and causes
- d. Activities suggested to improve productivity
- e. Environmental impact issues
- f. Major difficulties during implementation
- g. Future plan(s) to solve major difficulties

The detailed guidelines will be provided later to selected participants via an instruction circular.
