



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

23 January 2015

1. **Project Code** 15-IN-34-GE-TRC-A
2. **Title** Training of Trainers and Consultants in Green Productivity
3. **Timing and Duration** 6–24 July 2015
4. **Venue** Taipei, ROC
5. **Implementing Organizations** China Productivity Center (CPC)
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Republic of China
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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** 13 May 2015
9. **Objectives**
 - a. To develop trainers, consultants, and practitioners in Green Productivity (GP) equipped with in-depth knowledge of and hands-on experience in strategic resource planning and management, tools, techniques, and technologies enabling them to design green growth strategies; and
 - b. To disseminate the knowledge as lead trainers and consultants.

10. Background

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. It helps to increase profitability through improvements in productivity and environmental performance. The APO has been in the forefront in promoting this strategy in member countries for more than a decade through various modalities including conferences, exhibitions, workshops, seminars, and training courses. In addition to these efforts, the APO has published GP training manuals and handbooks to provide guidelines and references for potential trainers and practitioners.

To develop more trainers/practitioners in member countries for the sustainable development of GP in member countries, the APO has organized an annual training course since 2001. Training elements that emphasize practicality and in-depth knowledge have been devised to raise the competency level of each participant. The inclusion of emerging environment-

related issues such as resource productivity, energy, waste management, and environmental management systems provides more ideas for participants to make progress as full-fledged GP trainers/practitioners. Additional tools, techniques, and technologies were also introduced to illustrate various approaches to achieve more concrete results in GP implementation. Participants will undergo intensive training and perform in-plant diagnosis activities in several local companies and organizations in the ROC.

This course will emphasize increasing the competency of each participant as a GP trainer/practitioner in resource management, focusing on the strategic and production levels so that they will be able to disseminate the knowledge gained through training and consultancy. The participants will undergo intensive training in the GP concept, methodology, tools, and practices. Using the GP techniques and tools, all participants will then apply this newly acquired knowledge to actual plants or buildings. This will be in a workshop format where participants will acquire the knowledge for in-plant diagnosis activities in selected organizations in the ROC.

11. Scope and Methodology

The training course will focus on the application of GP at the strategic level (cluster of similar industries) and production level (individual company) and will be divided into three parts.

- a. Part One, Week 1: At the end of week one, participants will have learned and be able to apply the six steps in GP at the production or factory level.
- b. Part Two, Weeks 2: Application of GP strategies using the six steps in GP in an individual company and considering the application of GP at the cluster level. Participants will go through the six steps using a casework methodology. Part 2 will comprise step-by-step lectures, advice, and guidance by content specialists, observational site visits, and practical work in a real-life situation in participating companies. Participants will have the opportunity to apply GP and provide actual consultancy to the selected companies. This year the focus will be on local council environmental issues (waste management, recycling activities, community well-being, etc.) and other companies. This will provide participants with the knowledge and practical skills to train company personnel to apply GP in local governments.
- c. Part Three, Week 3: Preparation of training materials and consultancy reports to the selected companies. Participants will present their findings and reports to the CEOs and staff of selected companies/local government officials. Past experience has shown that the selected companies have adopted the recommendations made by participants.

The three-week training course will cover the following:

- a. Introduction to the APO and application of GP at the production level;
- b. Sustainable development and application of GP at strategic and production levels;
- c. Application of GP methodology, tools, techniques, and technologies; and
- d. GP in practice.

The course modules will consist of classroom lectures as well as actual fieldwork in selected participating organizations, including manufacturing units, service enterprises, and/or community projects. The fieldwork will closely follow the GP methodology covered in the first week in greater detail through a hands-on approach. This will involve the following activities:

- a. Site visits to selected organizations for data collection, observation/discussion, problem identification, cause analysis, and assessment of GP options;
- b. Classroom and group discussions (with experts);
- c. Report preparation and presentations to stakeholders;
- d. Individual action plans for GP implementation; and
- e. Examination and evaluation.

The tentative program of the training course is given below:

Date/Time	Activity
Sun., 5 July 2015	Arrival of participants in Taipei
Mon., 6 July	Opening session, course overview, and overall framework and understanding principles of GP
Tues., 7 July	GP concept and fundamentals
Wed., 8 July	GP methodology
Thurs., 9 July	GP tools and techniques
Fri., 10 July	GP practices
Sat., 11 July	Presentation of individual reports by participants
Mon., 13 July	Case study on GP
Tue., 14 July	Case study on GP
Wed., 15 July	Group exercises
Thu., 16 July	Group activity on GP implementation
Fri., 17 July	Group presentations
Sat., 18 July	Preparation for on-site GP assessment
Mon., 20 July	Site visit
Tues., 21 July	Site visit
Wed., 22 July	Site Visit
Thur., 23 July	Preparation of reports
Fri., 24 July	Presentations to companies and closing
Sat., 25 July	Departure of participants

12. Qualifications of Candidates

Considering the intensive nature of this training course, preference will be given to those who are involved in resource use as consultants for companies/government agencies working in industry, service (consultants/trainers), tertiary education (universities and research institutions), and NGOs and trade associations.

NPOs are encouraged to nominate qualified candidates from their organizations to build their capacity to promote and implement GP in the future.

In view of the APO's focus on SMEs, preference will also be given to professionals who have practical backgrounds in policy and planning development, productivity/quality improvement, local community development, environmental engineering, production process design, etc. and environmental experts working on resource efficiency, the 3Rs, and environmental management systems.

Present Position	Productivity practitioners from NPOs, consultancy firms, and trainers.
Experience	At least five years of public or private experience in the fields of policy, planning/management, quality, productivity, or environmental engineering.
Education	University degree or equivalent qualification from a recognized institution.
Language	All proceedings of the project are conducted in English, and participants are frequently required to make oral and written presentations in English. Those who are not proficient in English should not apply. NPOs must confirm that participants can speak and write English
Health	Physically and mentally fit to attend an intensive three-week program requiring participants to complete a number of individual and group activities and strenuous work. It is therefore

recommended that member countries refrain from nominating candidates likely to suffer from physical and mental stress.

Age Candidates meeting the above qualifications are typically between 35 and 45 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 those from APO member countries other than Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal,

- a. Round-trip international airfare between the member country and Taipei; and
- b. Participating Country Expenses at US\$100.00 per participant, payable to the APO in convertible currency.

For all participants,

- a. Participants' insurance premiums: All participants should be fully insured against accident and illness (including hospitalization and death) for a principal sum equivalent to US\$10,000.00 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 organizations 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 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 18 overseas participants during the official period of the course at the rate to be specified later.
- b. Resource persons to conduct the program in addition to those assigned by the APO.
- c. Conference package including training room, training kits, and daily meals.
- d. All other 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 Taipei 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 discount 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. 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 twenty-six 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 selected participants will be required to give a presentation on the status of productivity improvement projects they have undertaken, which include training and consultancy. The presentations should include an overview of programs, role and responsibilities, activities, and primary areas of engagement (application of productivity tools and techniques). Each participant will be given up to 10 minutes for the presentation.

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).



Mari Amano
Secretary-General