



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

4 March 2016

1. **Project Code** 16-RP-05-GE-WSP-B
2. **Title** Workshop on Management of Consultancy Activities of NPOs
3. **Timing and Duration** 15–19 August 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  
Fax: 679-3311-756  
e-Mail: [adntpc@fnu.ac.fj](mailto:adntpc@fnu.ac.fj)  
Attn: Mr. Penitiko Aore Taoi
6. **Number of Overseas** Up to 18 qualified participants from Bangladesh, Cambodia, Republic of China, Indonesia, 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** 15 June 2016
9. **Objectives**
  - a. To examine the consultancy activities of NPOs including their management, performance, and current situation;
  - b. To facilitate exchanges of experience among NPOs in developing and extending consultancy services; and
  - c. To make recommendations that will support the enhancement of consulting activities of NPOs under the APO platform.

### 10. Background

NPOs play a crucial role in the promotion of productivity in APO member countries. They are designated by their governments to spearhead the productivity movement and to provide

consultancy services to various organizations to improve their productivity. As consultancy firms, therefore, their core competence is a key area for client access, especially in knowledge-based sectors.

In recent years, NPOs have been facing complex issues that contribute to the shaping to the development consultancy industry such as technological innovation, further globalization of markets, demands for better quality, and major social changes including demographic changes, shifting lifestyles, wealth disparities, environmental issues, etc. All these affect the consultancy profession. For NPOs engaged in consulting, these factors mean that more value-added consultancy services, more specialized skills to address complex assignments, higher concentration in niche areas, wider range of quality services, and the acquisition and exploration of new knowledge are needed. NPOs must continue to develop as world-class consulting organizations capable of competing with leaders in the field. Continued development of NPOs' consulting capabilities will create positive effects on the overall development of their countries. This workshop will therefore examine the consultancy services of NPOs including their management, facilitate the exchange of experiences between those advanced and less advanced in the area of consultancy services, and formulate an agenda that will enhance the consultancy services and competencies of NPOs.

## **11. Scope and Methodology**

The tentative modules to be covered are:

- a. Reviewing the management of consultancy services of NPOs;
- b. Reexamining the management consultancy profession and competencies of NPOs;
- c. Strategies for enhancing consultancy competitiveness and services;
- d. New ways of offering and managing consultancy services; and
- e. Best practices of NPOs' consulting business.

The workshop will consist of lectures, country presentations, group discussions and activities, and site visits to companies/organizations.

The tentative program of the workshop is given below:

<b>Date/Time</b>	<b>Activity</b>
Sun., 14 August 2016	Arrival of participants in Fiji
Mon., 15 August	Opening session Presentations by resource persons
Tues., 16 August	Presentations by resource persons Country paper presentations
Wed., 17 August	Presentations by resource persons (cont.) Group exercise and discussion
Thurs., 18 August	Site visit
Fri., 19 August	Group discussion and output presentation Individual plan presentations Program evaluation and closing session

## **12. Qualifications of Candidates**

Present Position	NPO heads or senior officials/consultants of NPOs.
Experience	At least two years of experience in the position described above.
Education	University degree or equivalent qualification from a recognized institution.
Language	All presentations and discussions during the workshop are conducted in English, and participants will be frequently required to make oral and written presentations. They should therefore be proficient in both oral and written English. Those who are not proficient in English will not be accepted.
Health	Physically and mentally fit to attend an intensive workshop requiring participants to complete a number of individual and group activities. It is therefore recommended that member countries refrain from nominating candidates likely to suffer from physical and mental stress.
Age	Candidates who fit the above profile are typically between 35 and 55 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**

- a. Participants' insurance premiums: All participants should be fully insured against accident and illness (including hospitalization and death) for a principal sum equivalent to USD10,000.00 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 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 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 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, Fiji. 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.

## **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. 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 Research and Planning Department, APO Secretariat (e-mail: [rp@apo-tokyo.org](mailto:rp@apo-tokyo.org), fax: 81-3-5840-5324).
- e. 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, 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 workshop.
- l. NPOs should inform participants that they must attend all four 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 paper prior to departure for the project venue. In preparing the paper, they are expected to follow the attached "Guidelines for the Preparation of Country Papers."

### **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 workshop.

### **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

16-RP-05-GE-WSP-B:  
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(15–19 August 2016, Nadi, Fiji)

### Guidelines for Preparation of Country Papers

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The participants in this workshop are expected to prepare and present country papers keeping in mind the objectives, scope, and proposed outline below. The fundamental objective of country papers is to give an overall view of the consultancy services of NPOs.

#### Proposed Outline of Country Papers

1. Introduce the NPO's consultancy services including subject areas, target clients/sectors, and durations.
2. Discuss the current situation of the consulting services using the strength, weakness, opportunity, and threat (SWOT) framework\*;
3. Present the current NPO workforce of consultants including their accreditation level, if any.
4. Identify the needs of the NPO's consulting services focusing on ways to enhance the competence of consultants which the APO networks and platform could support.

The country paper should be printed out, single-spaced, on standard A4-sized paper and be between 5 and 8 pages in length, excluding tables/figures. Each participant should prepare a PowerPoint file for presentation of the country paper. A soft copy of the country paper and PowerPoint file should reach the APO ([jelvinia@apo-tokyo.org](mailto:jelvinia@apo-tokyo.org) and [aohara@apo-tokyo.org](mailto:aohara@apo-tokyo.org)) and Fiji ([adntpc@fnu.ac.fj](mailto:adntpc@fnu.ac.fj) and [apo-lo@fnu.ac.fj](mailto:apo-lo@fnu.ac.fj)) no later than 31 July 2016. All participants are expected to make a PowerPoint presentation of 30 minutes including a Q&A session. The presentations should focus only on the main points of the country paper. It is suggested that participants organize their presentation based on the topical outline above.

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\*Notes on preparing the SWOT framework for the consulting activities of NPOs.

What is a SWOT framework?

SWOT (strengths, weaknesses, opportunities, and threats) is a framework for identifying and analyzing the internal and external factors that can have an impact on the viability of a project, product, place, or person, in this case the consulting business of NPOs. The tool will help NPOs uncover opportunities that can be exploited, especially in consulting activities. By understanding an NPO's weaknesses in consulting activity, it can manage and eliminate threats that would otherwise hinder growth and operations.

Strengths: internal characteristics and resources of the NPO that support a successful outcome.

Weaknesses: internal characteristics and resources of the NPO that work against a successful outcome.

Opportunities: external factors that an NPO can capitalize on or use to its advantage in offering consulting services.

Threats: external factors that could jeopardize an NPO's consulting services.