



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

26 April 2017

1. **Project Code** 17-IN-33-GE-TRC-A
2. **Title** Training Course on Management Consultancy on Green Productivity Focusing on SMEs
3. **Timing and Duration** 11–22 September 2017 (12 days)
4. **Venue** Taipei, Republic of China
5. **Implementing Organization** China Productivity Center (CPC)
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New Taipei City 221, 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** 26 July 2017
9. **Objectives**
 - a. To equip participants with essential management consultancy skills that incorporate the concept and techniques of Green Productivity (GP);
 - b. To familiarize participants with the latest trends in sustainability and sustainable productivity growth; and
 - c. To provide a platform where participants can exchange experiences and good practices on management consultancy for SMEs and sustainable productivity enhancement.

10. Background

GP represents a strategy that simultaneously enhances productivity and alleviates negative environmental impacts. It combines appropriate productivity and environmental management tools, techniques, and technologies that improve performance and profitability while addressing environmental concerns, thus leading to more sustainable growth in productivity and more comprehensive socioeconomic development.

The APO started to provide training on management consultancy skills more than five decades ago; since the millennium, the training has placed more emphasis on SMEs and GP to address the environmental concerns derived from the rapid economic growth in APO member countries. Such training courses have been held in Japan and Fiji, where participants

were provided with essential consulting skills with specific consideration of environmental protection and resource efficiency. This training course is extending previous efforts and aims to familiarize participants with the latest trends and techniques, such as the circular economy and resource flow management, which incorporate sustainability into productivity enhancement.

11. Scope and Methodology

Scope

Framework of management consultancy; essential consulting skills for business and sustainability management; concept of GP, resource efficiency, and the circular economy; and incorporating sustainability into productivity growth.

Methodology

Lectures and discussions, exchange of consultancy experiences, case studies, site visits, and presentation of individual action plans.

The tentative program of the training course is as below:

Date/Time	Activity
Sun., 10 September 2017	Arrival of participants in Taipei
Mon., 11 September	Opening session, course overview, and GP concept and methodology
Tues., 12 September	The circular economy and sustainability
Wed., 13 September	Resource efficiency and management
Thurs., 14 September	Management consultancy framework and essential skills
Fri., 15 September	Management consultancy framework and essential skills (continued)
Sat., 16 September	Sustainability management case studies
Sun., 17 September	Group work and discussion
Mon., 18 September	Observational site visits
Tues., 19 September	Proposal writing, report drafting
Wed., 20 September	GP project implementation and discussion
Thurs., 21 September	Report preparation
Fri., 22 September	Presentation of action plans, project evaluation, and closing session
Sat., 23 September	Departure of participants

12. Qualifications of Candidates

The participants are expected to possess the following qualifications. NPOs are encouraged to nominate well-qualified candidates from their organizations to build their capacity to promote GP and sustainability in the future.

Present Position	Management consultants with experience in environmental management and resource efficiency, preferably with experience in GP promotion or training.
Experience	At least five years of experience in consulting for productivity improvement or environmental management.
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. They must therefore be proficient in spoken and written English. Those who are not proficient in English will not be accepted.
Health	Physically and mentally fit to attend an intensive 12-day 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, especially homesickness, during participation in a long-term program such as this one.
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 USD50.00 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 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.
- d. Any cancellation charges for airfare and hotel arising from withdrawals after letters of acceptance have been issued by the APO.

To be borne by the host country

- a. Per diem allowances and hotel accommodation for up to nine overseas participants for up to 13 days.
- 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.
- c. Per diem allowances and hotel accommodation for up to nine overseas participants for up to 13 days.
- d. The APO may select more than 18 overseas participants in anticipation of last-minute withdrawals or no-shows. If more than 18 overseas participants attend, per diem allowances and hotel accommodation costs will be borne by the APO for up to two additional overseas participants at the rate to be prescribed for up to 13 days.

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 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 training course.
- l. NPOs should inform participants that they must attend all 12 days of the project to qualify for the certificate of attendance.
- m. NPOs should assist the APO and or host country in collecting the amounts corresponding to cancellation charges arising from withdrawal of a participant as provided for under item 13. To be borne by participants or participating countries.

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 are 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 present cases of projects of productivity improvement that they have undertaken, which should include training and consultancy. In preparing the paper, they are expected to follow the “Guidelines for the Preparation of Country Papers” to be provided later.

17. Postproject Actions

All participants are required to prepare action plans and share the plans with their NPOs. The APO will 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).



Santhi Kanoktanaporn
Secretary-General