



PROJECT NOTIFICATION

PN Issue Date	13 February 2019
PN Revision 1 Issue Date	28 May 2019
PN Revision 2 Issue Date	30 October 2019
PN Revision 3 Issue Date	20 April 2020
Project Code	19-AG-03-GE-TRC-B
Title	Training of Trainers on Development of Rural Leadership for Change
Timing and Duration	8–12 March 2021 (five days)
Venue	Colombo, Sri Lanka
Implementing Organization(s)	Ministry of Agriculture (MoA) National Productivity Secretariat (NPS)
Maximum Number of Overseas Participants	19
Maximum Number of Local Participants	6
Target Country(ies)	Bangladesh, Cambodia, Republic of China, Fiji, India, Indonesia, IR Iran, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, Philippines, Thailand, Turkey and Vietnam
Closing Date for Nominations	1 December 2020 Nomination documents for the project have been submitted by NPOs. However, if candidates must drop out due to the change in project timing, NPOs are requested to send new nominations for replacements by 1 December 2020 .

Change History of Project Notification, PN Revision 1 and PN Revision 2: 19-AG-03-GE-TRC-B

Revision	Date of Issue	Clause	Modifications
Revision 1	28 May 2019	Timing and Duration	At the request of the NPS based on security conditions in the host country, the timing has been postponed to May 2020. *The exact date will be decided later.
		Closing Date for Nominations	Based on the change in project timing, the nomination deadline has been postponed to 17 February 2020.
		3. Scope and Methodology	The program schedule will be revised later in accordance with the new project timing.

Revision 2	30 October 2019	Timing and Duration	25–29 May 2020 (five days)
		Closing Date for Nominations	17 February 2020
		3. Scope and Methodology	The program schedule has been revised.
Revision 3	20 April 2020	Timing and Duration	At the request of the MoA and the NPS, based on the COVID-19 situation in the host country, the timing has been changed from 25–29 May 2020 to 8–12 March 2021 .
		Target Country(ies)	Turkey included
		Maximum Number of Overseas Participants	19 instead of 18
		Closing Date for Nominations	Based on the change in project timing, the nomination deadline has been changed from 17 February to 1 December 2020 .

1. Objectives

- a. To promote leadership skills and requirements such as communication and challenging mindsets among rural leaders in governments, communities, and the agriculture sector;
- b. To suggest leadership models and directions of talent management to achieve inclusive, sustainable rural development in APO member countries; and
- c. To formulate strategic action plans to contribute to rural leadership development in member countries.

2. Background

Rural leaders are catalysts for successful community development. They create a sense of community which encourages unity and cooperation among villagers to achieve shared objectives. For example, they lead the process of community-based collaboration by facilitating stakeholders' participation and involvement to reach the agreed-upon best outcomes. Many studies found that the success of rural development depends more on human resources like competent leaders than other factors like financial support. This implies that "getting things done" is a matter of "who does the work," as some leaders make changes while others do not given the same resources.

Rural leaders' influencing skills affect villagers' motivation and willingness to work for community goal achievement. Leaders' mediation role in conflict resolution of the diverse parties involved is also important to reach fair agreements for inclusive, sustainable development. If leaders cannot identify the underlying power dynamics among the interest groups and do not accommodate diverse voices through transparent processes, the outcomes of concerted efforts represent only certain parties among stakeholders.

To manage complex, unexpected situations while working with diverse types of people, it is extremely important to understand oneself and others. Many successful leaders are mindful of continuous learning and the need to examine and compare their own leadership styles with those of others for improvement. An unbiased, open mindset is another crucial quality for rural leaders to make strategic decisions to meet global challenges. Today's world is changing at a faster speed than ever in history. Agriculture is also advancing in diverse aspects such as social, economic, and technological development. If rural leaders are hesitant to adopt or opposed to change, rural economies will stagnate and become isolated. Therefore, open mindsets toward changes in agriculture in the future are gaining importance, especially for young rural leaders.

In many Asian rural communities, opportunities for rural leadership training are uncommon and they face difficulties in identifying qualified leaders. This course will focus on appreciating and understanding leadership and developing relevant strategic skills through diverse tools for the rural leaders of governments, communities, and the agriculture sector in APO member countries.

3. Scope and Methodology

The program will consist of lectures, presentations, sharing of country experiences, group exercises, and field/company visits.

The tentative program* of this project is given below:

*The program schedule will be revised later in accordance with the new project timing.

Date/Time	Activity
Sunday, 7 March 2021	Arrival of participants in Colombo
Monday, 8 March 2021	Opening session Session 1: Understanding leaders, people, and communities in rural areas <ul style="list-style-type: none">• Presentation 1: People and development in rural communities:

	<p>The role of rural leaders</p> <ul style="list-style-type: none"> • Presentation 2: Cases of rural leadership in Asian countries • Presentation 3: Types of power and relationships to leadership in rural areas <p>Session 2: Leadership models and applications for community integration</p> <ul style="list-style-type: none"> • Presentation 4: Models to apply in leadership development for rural communities
Tuesday, 9 March 2021	<p>Session 2: Con't.</p> <ul style="list-style-type: none"> • Presentation 5: Applications of leadership models and practices to rural community leadership • Presentation 6: Innovative practices to achieve rural leadership development programs in Sri Lanka <p>Session 3: Requirements for future-ready rural leaders</p> <ul style="list-style-type: none"> • Presentation 7: Changing agricultural environment and innovations in agritechnologies • Presentation 8: Emerging trends in agribusinesses and startups
Wednesday, 10 March 2021	Field visits to relevant organizations/agencies/communities
Thursday, 11 March 2021	<ul style="list-style-type: none"> • Presentation 9: Rural leadership development programs in Japan • Presentation 10: Designing proposals for rural community development plans <p>Session 5: Country paper presentations</p>
Friday, 12 March 2021	<p>Group exercise; presentation of group discussion output</p> <ul style="list-style-type: none"> • The participants will discuss and make presentations on a specific assignment on rural leadership development. • Participants will be divided into groups and instructed by facilitators. <p>Course closing:</p> <p>Program evaluation by participants, resource persons, and implementing organizations</p> <p>Summing-up and closing session</p>
Saturday, 13 March 2021	Departure of participants

The program will consist of lectures, presentations, sharing of best practices, hands-on exercises, and field visit(s).

4. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position Senior government officials, academics, and consultants in charge of training and consultancy for rural community leaders and/or from relevant institutions for developing leadership skills and growth mindsets for sustainable community development.

Experience At least two years of experience in the position described above.

Education	University degree or equivalent qualification from a recognized university/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 project requiring participants to complete a number of individual and group activities and strenuous fieldwork. It is therefore recommended that member countries do not nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who fit the above profile are typically between 30 and 50 years of age.
Attendance	Participants are required to attend the entire program.

5. Requirements

The participants are required to undertake preparatory work such as writing country papers prior to departure for the project venue.

All participants are required to prepare and submit action plans to APO and to share them with their NPOs within 10 working days after attending the project. The participants are also required to submit postproject follow-up reports six months after project completion to document the achievement of outcome(s) of the project. The NPOs will monitor the follow-up actions and report submission by participants.

The Guidelines for Project Preparatory Work will be provided in the project circular, and the Postproject Activity Guidelines are given in Attachment 1.

5-1. Repeat Participants (who attended previous APO projects and are applying for another)

- a. In the Candidate's Biodata form (application form), candidates are required to provide details of follow-up actions taken after attending a previous APO project(s) and outcomes (benefits) of those activities.
- b. Candidates are also required to state in the Candidate's Biodata form whether they submitted a report on their follow-up actions.

5-2. All Participants

- a. In the Candidate's Biodata form, candidates are required to list their expectations from the project and planned postproject actions/activities. This is a tentative list, which participants are free to revise or replace after attending the project (as in item b below).
- b. All participants are required to develop and submit final follow-up action plans within 10 working days of project completion, in the format to be provided by the APO Secretariat later.
- c. All participants are required to submit reports on the follow-up actions taken within six months (or a period specified for a particular project) of project completion.
- d. The reports on follow-up actions are separate from the trip reports participants usually submit to their organizations/NPOs immediately after returning from project venues. The report format will be provided before project completion.

6. Financial Arrangements

6-1. Airfare

The APO will meet the cost of round-trip economy-class international airfare between the international airport nearest to the participants' place of work and Colombo, Sri Lanka, from organizations in any of these categories:

- a. SMEs;
- b. Nonprofit organizations; and

c. Any organization from the APO list of LDCs.*

**As of 7 July 2006, the APO list of LDCs comprised Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.*

Participants should 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 and is also available on the APO website and from APO Liaison Officers in member countries.

6-2. Participating Country Expenses (PCEs)

PCEs payable to the APO do not apply to organizations in any of these categories:

- a. SMEs;
- b. Nonprofit organizations; and
- c. Any organization from the APO list of LDCs.*

**As of 7 July 2006, the APO list of LDCs comprised Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.*

6-3. Insurance Coverage

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. Neither the APO nor the implementing organization will be responsible for any eventuality arising from accident, illness, acts of war, force majeure, or any unexpected events beyond human control such as those related to natural disasters.

6-4. Cost Sharing

Subject to the conditions stated in the Financial Arrangements section, the following table shows the cost-sharing arrangements between the APO, host country, and participants or participating countries.

Cost item	Cost to be met by		
	Participants or participating countries	Host country	APO
Round-trip economy-class international airfare (refer to paragraph Airfare for conditions)	Conditions apply	No	Conditions apply
Participating Country Expenses (PCEs) (refer to paragraph PCEs)	USD50 per participant	No	No
Hotel accommodation at the venue	No	Yes	No
Per diem allowance at the venue	No	Yes	No
Transportation costs to and from hotel and airport at the venue	No	Yes	No
Insurance coverage in the host country (refer to paragraph Insurance Coverage)	Yes	No	No
Any expenses related to visa fees and airport taxes	Yes	No	No
All expenses incurred by participants for any reason including but not limited to: a. Stopovers b. Extension of stay c. Early arrival or late departure d. Flight cancellation	Yes	No	No
Any cancellation charges for expenses such as airfare and accommodations incurred by the APO or host country after issuance of Letters of Acceptance	Yes	No	No
Assignment costs of international resource persons	NA	No	Yes
Assignment costs of local resource persons	NA	Yes	No

Cost item	Cost to be met by		
	Participants or participating countries	Host country	APO
All local implementation costs including but not limited to: a. Meeting rooms b. Documentation c. Preparatory costs	NA	Yes	No
Note (special conditions):			

7. 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 the section Qualifications of Candidates 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 selection committee 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:
 - i. The Biodata Form should be entered in the Document Management System (DMS)/Fleekdrive. The form can be downloaded from the APO website (www.apo-tokyo.org). The Biodata Form (Ver. 1.1) in the Excel (xlsx) format should be uploaded to the specific project folder in nominees' member country folders in DMS/Fleekdrive.
 - ii. The APO Medical and Insurance Declaration/Certification Form must be completed and submitted with candidates' biodata at the time of nomination through DMS/Fleekdrive. 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.
- e. 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.
- 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 project.
- l. NPOs should inform participants that they must attend the entire program of the project.
- m. NPOs should assist the APO and/or host country in collecting amounts corresponding to cancellation charges arising from the withdrawal or no-show of a participant.

8. 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.

9. Project Preparation

Participants are required to prepare a short paper prior to departure for the project venue. In preparing the paper, they are expected to follow the "Guidelines for the Preparation of Country Papers" to be provided later.

10. Postproject Actions

All participants are required to prepare action plans and share the plans with their NPOs. The APO also requests participants to submit progress reports six months after completion of the project. In addition, participants taking part in training-of-trainers courses must also submit a report summarizing a training project that they conducted following the action plans to the APO and NPOs within six months after project completion.

11. Evaluation of Participants

If the conduct/attendance/performance of a participant is not satisfactory, these will be reported to the APO director concerned.

12. 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).

13. Dress Code

Participants are required to wear business attire during the project. Other instructions will be provided in the circular for participants.



Dr. AKP Mochtan
Secretary-General

POSTPROJECT ACTIVITY GUIDELINES

The follow-up actions by participants after project attendance determine the extent of multiplier effects (outcomes) of APO projects in member countries. The APO has therefore established an interdepartmental Participant Selection Committee to ensure selection of the most appropriate candidates. A key consideration is whether individuals are in a position, have the ability, and are willing to undertake follow-up actions after project attendance.

Each participant is required to undertake follow-up actions after attending an APO project based on his/her learning from it and report on those activities to the NPO of his/her country and the APO Secretariat, following the guidelines below:

Examples of Follow-up Activities

The examples below are suggestions and are not meant to limit participants' choices of follow-up actions:

- a. An official report on project attendance to participants' organizations, or NPOs, or both;
- b. Newspaper/magazine articles based on learning from the project;
- c. Application of knowledge, skills, techniques, or technologies for improving job performance and/or organizational capacity;
- d. Delivering a presentation or lecture on the project topic;
- e. Conducting a workshop/seminar/conference/forum on the project topic;
- f. Improving training/teaching/extension materials related to the project topic; and
- g. Sharing project findings with colleagues, professional groups, or others.