

राष्ट्रीय उत्पादकता परिषद्

(वाणिज्य एवं उद्योग मंत्रालय, भारत सरकार के अन्तर्गत)
उत्पादकता भवन 5-6, इन्स्टीट्यूशनल एरिया,
लोदी रोड, नई दिल्ली-110 003



NATIONAL PRODUCTIVITY COUNCIL

NATIONAL PRODUCTIVITY COUNCIL

(Under Ministry of Commerce & Industry, Govt. of India)

Utpadakta Bhavan, 5-6, Institutional Area,
Lodi Road, New Delhi - 110 003

No. 31508/20

Dt.

Sub:20-IN-11-GE-WSP-A: Workshop on Consultancy Skills and Strategies for Industry
4.0 from 25-29 May, 2020, Taipei, Taiwan. (Visit
www.npcindia.gov.in/NPC/User/InternationalServices for detailed Project
Notification)

Dear Sir,

We invite your kind attention to NPC www.npcindia.gov.in/NPC/User/InternationalServices with regard to above Asian Productivity Organization (APO) project. The project notification and the APO bio data form are available on the above mentioned page and the same are also attached herewith. The duly filled in **single copy** of Performa enclosed (in excel form only) of the suitable officers for participation as per the para (**Qualifications for Participants**) of the project notification may kindly be forwarded to reach us latest by **7th March, 2020**. In this regard, the following points may be noted.

- **Financial Arrangement**

The APO/host country would meet round trip economy class International airfare by the most route from the International airport nearest to the participant's place of work, hotel accommodation and the per diem allowances charges of the participants will be met by China Productivity Center (CPC), Taiwan, as per project notification issued by APO.

However, the travel insurance and visa fees are to be borne by the participant.

In case of withdrawal of participation from the said program, subsequent to selection, the cancellation charges towards hotel accommodation, airline ticket etc. will borne by the participants/participants organization.

- **Fees and Charges**

An Application fees (NON-REFUNDABLE) of **Rs. 500/- + 18% GST** for MSME Sector, Trade Unions and NGO's and **Rs. 1000/- + 18% GST** for others is payable along with the nomination form, for each participant.

In case of selection by APO, NPC will charge **Rs. 3,000/- + 18% GST** for MSME Sector, Trade Unions and NGO's, **Rs. 12,000/- + 18% GST** for profit making organizations and **Rs. 6,000/- + 18% GST** for others per participant is payable towards handling charges and membership fee for the APO Alumni Association of India (AAAI).

The requisite amount can be paid through a demand draft/cheque/ECS drawn in favour of National Productivity Council, New Delhi. In the absence of application fee, the nominations will not be considered. Kindly e-mail the details of the ECS/RTGS/NEFT payment made on isg@npcindia.gov.in. In this regard, the bank account of NPC details are attached herewith.

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- **Nomination Procedure**

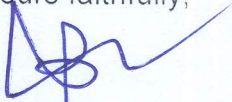
All nominations should be routed through proper channel and as per the attached APO bio data form. The nominations received after the last date will not be considered. It is the responsibility of the candidates to complete all the official formalities required by their organizations/department before proceeding abroad.

It is requested to send nominations by e-mail to jittin.kapoor@npcindia.gov.in, isg@npcindia.gov.in, rk.rawat@npcindia.gov.in (application in prescribed excel format) and one hard copy by post along with the covering letter of the competent authority on company's letter head. All information pertaining to nominations will be treated as confidential and classified. The nominated officers may be invited as a faculty in programs on the relevant subject/s, organized by NPC.

We look forward to receiving of nominations from your esteemed organization.

Thanking you,

Yours faithfully,



(K.D. Bhardwaj)
Director & Head (Int'l Serv.)
for Director General
e-mail: isg@npcindia.gov.in



PROJECT NOTIFICATION

PN Issue Date	7 January 2020
Project Code	20-IN-11-GE-WSP-A
Title	Workshop on Consultancy Skills and Strategies for Industry 4.0
Timing and Duration	25–29 May 2020 (five days)
Venue	Taipei, Republic of China (ROC)
Implementing Organization(s)	China Productivity Center (CPC)
Maximum Number of Overseas Participants	18
Maximum Number of Local Participants	Six
Closing Date for Nominations	27 March 2020

1. Objectives

- a. To develop an understanding of the trends and practices of manufacturing digitization and its applications in SMEs;
- b. To identify the scope of knowledge and skills needed by consultants and intermediate institutions providing consulting services for industrial upgrading; and
- c. To build the capabilities of those consultants in assisting SMEs to initiate manufacturing digitization.

2. Background

The industrial landscape has been changing drastically in recent years with widespread access to the Internet, advances in manufacturing and logistics technologies, and a globalized market that is more competitive and customer oriented. Rigid organizational forms and unconnected decision-making for supplies, production, and sales can no longer respond in a timely way to rapidly changing demands. Upgrading to new methods of operation, both physically and mentally, is thus indispensable for all enterprises to stay relevant, productive, resilient, and competitive.

A smooth, successful upgrade that can accommodate the new wave of industrialization requires an understanding of current trends, appropriate and affordable technologies, an enabling ecosystem, and changes in mindsets and perspectives. Comprehensive support to manufacturers, including awareness raising, technical know-how, strategies and action plans, financial assistance, and consultation on management and operations, is essential for enterprises of all sizes to undertake digital upgrading. Intermediate institutions, such as consultancy agencies, industrial associations, training institutions, and government project implementers, play an important role in disseminating knowledge, matching needs and support, and overcoming technical and managerial obstacles by working hand-in-hand with industries. This workshop aims to provide a platform to support such facilitators by analyzing current trends, sharing experiences, and identifying the technical know-how needed for the transformation of industries in the APO region.

The APO has been supporting its member countries in developing awareness, resilience, capabilities, and excellence in their pursuit of industrial upgrading. Since 2017, a series of activities have been conducted to raise awareness of Industry 4.0, evaluate readiness for digitization, support the development of national strategies for industrial digital transformation, and provide technical support. The APO also directly supports digitization in member countries by showcasing basic applications and setting up demonstration projects, for example, in the automotive and health sectors in India and Thailand, respectively. The APO Center of Excellence (COE) on IT for Industry 4.0 in India and COE on Smart Manufacturing in the ROC were also established as hubs for additional assistance and technical exchanges. This workshop will promote digitization in SMEs in member countries and their efforts to meet the UN Sustainable Development Goals (SDGs), specifically SDGs 8.2 and 8.3 (decent work and economic growth), 9.5 and 9.b (industry, innovation, and infrastructure), and 12.a (responsible consumption and production).

3. Scope and Methodology

The tentative topics to be covered are:

- a. Concepts and trends of Industry 4.0 and SME digitization;
- b. The role of intermediates in establishing enabling ecosystems for industrial digital upgrading;
- c. Readiness of SMEs for digital upgrading;
- d. Necessary skills and technical know-how for effective consulting; and
- e. Case studies.

The workshop will consist of interactive lectures, case studies, site visit(s), and discussions.

The tentative program of this project is given below:

Date/Time	Activity
Sunday, 24 May 2020	Arrival of participants in Taipei

Monday, 25 May	Opening session Presentation of resource papers <ul style="list-style-type: none"> - The concept of Industry 4.0 - Trends and practices in SME digitization
Tuesday, 26 May	Presentation of resource papers <ul style="list-style-type: none"> - An ecosystem for industrial digital upgrading - The role of consultants and intermediates - Understanding and evaluating the readiness of SMEs for digitization
Wednesday, 27 May	Site visit(s) Analyzing the strategies and practices of the enterprise(s) visited
Thursday, 28 May	Presentation of resource papers <ul style="list-style-type: none"> - Necessary skills and technical know-how for SME digitization - Case studies of the initiation of digitization in SMEs Discussions and developing plans and methods to support SMEs
Friday, 29 May	Presentation of the results of discussion and action plans Closing session
Saturday, 30 May	Departure of participants

4. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Management consultants experienced in industrial digitization; senior representatives of industrial associations; government officials involved in SME development and industrial digital upgrading; and productivity practitioners from training institutions and productivity organizations.
Experience	At least three 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 the 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 Taipei, ROC.

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. 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.

6-3. 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 on Airfare for conditions)	No	No	Yes
Participating Country Expenses (PCEs) (refer to paragraph on PCEs)	NA	NA	NA
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	No	Yes	No

Cost item	Cost to be met by		
	Participants or participating countries	Host country	APO
at the venue			
Insurance coverage in the host country (refer to paragraph on 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
All local implementation costs including but not limited to: a. Meeting rooms b. Documentation c. Preparatory costs	NA	Yes	No
Notes (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: 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 department in charge of this project.
- 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, 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 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

The 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

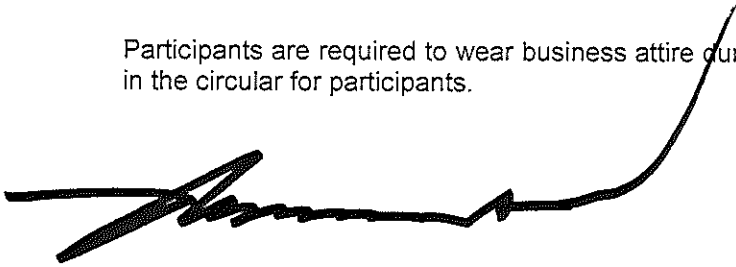
If the conduct/attendance/performance of a participant is not satisfactory, these will be reported to the APO director concerned.

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.

A handwritten signature in black ink, appearing to read 'Dr. AKP Mochtan', with a long, sweeping horizontal stroke extending to the right.

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.