



PROJECT NOTIFICATION

PN Issue Date	28 November 2019
Project Code	20-IN-02-GE-TES-C
Title	Technical Expert Services (TES)
Timing and Duration	January–December 2020
Venue	Member countries
Implementing Organization(s)	NPOs in member countries

1. Objectives

- a. To provide technical assistance to NPOs and related organizations to strengthen their institutional capacities and upgrade their technical competencies in line with individual member countries' needs for productivity improvement; and
- b. To develop trainers and consultants of NPOs as well as related organizations in new areas that promote advances in the agriculture, industry, service, and public sectors and to provide them with consultancy services to solve productivity-related issues at the individual-country level.

2. Background

a. Category C Projects

The APO offers in-country (Category C) projects to enhance the impact and benefits of multicountry projects. These Category C projects aim to assist member countries in meeting the specific individual needs of NPOs and comprise four programs: Technical Expert Services (TES); Bilateral Cooperation Between NPOs; Individual-country Observational Study Missions; and Demonstration Projects. They cover specific areas in the industry, service, and agriculture sectors.

b. TES Program

The main objectives of the TES Program are to develop trainers and consultants of NPOs as well as related organizations so that they can provide consultancy services to solve productivity-related issues. The duration of TES projects is normally up to 12 days. TES achieves these two main objectives through the assignment of experts who work closely with NPOs and other productivity stakeholders on the ground. The Secretariat plans and coordinates TES activities in close cooperation with the recipient NPO.

The number of experts assigned per member country under TES 2020 will be specified to improve effectiveness and balance the utilization of this program among the APO membership.

c. Priority Areas

To improve the implementation of its projects, the 2020 TES Program will recognize the following priority areas:

1. Development of NPOs, SMEs, and Communities

- Strengthening SME competitiveness;
- Rural enterprise development;
- SME productivity improvement;
- SME resilience;
- Strengthening of national productivity movements;
- Labor–management relations;
- Industrial engineering techniques for productivity improvement in SMEs;
- Tourism development; and
- Productivity policy review.

2. Innovation-led Productivity

- Food safety management;
- Food and beverages;
- Knowledge management;
- Productivity measurement;
- Result-based management;
- Performance management;
- Public- and service-sector productivity;
- Human-centered productivity;
- Business excellence/quality awards;
- Lean manufacturing and applications; and
- ICT innovation for productivity enhancement.

3. Green Productivity

- Effective resource management;
- Material flow cost accounting;
- Promotion of ecoproducts and ecolabeling;
- Energy efficiency;
- Smart grids and Green Productivity;
- Sustainable agricultural development;
- Sustainable consumption and production;
- Green energy technologies;
- Ecocities;
- Green buildings; and
- Urbanization and transport planning.

Member countries are encouraged to utilize the TES Program as part of national dissemination activities based on APO projects. Unlike the expert assignment programs of other national/international agencies, TES projects should have synergy and strategic linkages with similar APO projects to maximize their effects. "One-off" and "stand-alone" TES projects are discouraged because it may be difficult to see their tangible results and effectiveness.

3. Scope and Implementation Procedures

Scope

- a. Training of the staff of NPOs and other productivity-related organizations/stakeholders in the requesting member country in the core tools, techniques, and methodologies for productivity improvement;
- b. Providing consultancy services to resolve productivity-related problems in NPOs, public and private corporations, and organizations in the manufacturing, service, and agriculture sectors; and
- c. Assigning resource persons for international/national conferences, seminars, or special events related to the productivity movement in combination with other programs such as in-house training, seminars, and consultancy services.

Please note that requests for expert assignment for the delivery of "one-day-only" presentations are strongly discouraged because they are not cost-effective. All TES requests will be carefully reviewed by an internal TES Committee at the Secretariat to examine applicability and effectiveness based on the modality and scope described above.

Implementation Procedures

- a. Application

Member countries wishing to apply for TES are requested to fill out the application form (Attachment 1). NPOs seeking TES for private companies are requested to ensure that the beneficiaries will not be confined to one or two companies in principle to make the most use of the experts assigned. NPOs are encouraged to utilize TES for the benefit of wider audiences, for example, by seeking technical expertise to benefit an industry, sector, or cluster rather than a single firm alone, to achieve greater multiplier effects. Such services may be requested for key industries and sectors that will have a major impact on the socioeconomic development of the nation. In this context, NPOs are encouraged to think strategically and develop long-term plans for developing capacity using TES.

NPOs are also requested to ensure that applications are in line with country-specific needs for productivity and competitiveness improvement and/or areas on which the Secretariat places high priority. It is also recommended that the international experts be fully utilized for multicountry projects to be hosted in member countries by extending their stays for additional local training or consultancy services.

It is essential for a requesting NPO to describe the detailed daily activities of an expert on the application form. To facilitate the location of suitable experts, member countries may suggest specific individuals in their applications. However, it is recommended that experts in APO member countries be utilized as much as possible. If the use of an expert from North America or Europe is necessary, an optimal utilization plan to maximize the expert's services for a cost-effective duration should be prepared. To provide adequate lead time for the identification of suitable experts, applications must be submitted to the APO Secretariat at least three months prior to the implementation of the project. Please note,

however, that it may not always be possible to assign the expert suggested even if he/she is available.

Once the Letter of Assignment (LA) is issued, the APO Secretariat will send a copy of the LA to the host NPO. The NPO is obliged to abide by the conditions stipulated in the LA. In case of a cancellation by the requesting NPO after the issuance of the LA(s) to the expert(s), the NPO concerned is requested to meet any costs associated such as the cancellation charge for air tickets, etc.

If a suitable expert is not identified within five months after approval despite efforts made by the NPO and APO Secretariat, the approval will be cancelled in consultation with the NPO concerned.

If the approved TES projects cannot be completed by the end of December 2020, the approval may be cancelled to close the project account on time. Such cancelled TES projects could be taken up again under TES 2021. In this case, the NPOs concerned will be requested to resubmit the applications under TES 2021 for new approval, if appropriate.

b. Selection of Applications

The applications should be submitted at least three months prior to the commencement of the program or visit to allow the APO Secretariat to coordinate with the possible experts. The timing of submission of the applications should follow the schedule given in the table below. All applications will be reviewed immediately after the deadline. The selection of applications will be made by the TES Committee based on the suitability, optimal utilization of this program by member countries, and budget availability. The applications received by the deadline will be given priority.

c. Selection Methodology and Timetable

1st Selection

Submissions of requests for 2020 will be accepted until the end of February 2020. Immediately after the deadline, the TES Committee will select the approved applications. The Secretariat will inform member countries of the selected TES applications after the selection meeting.

2nd Selection

The second selection by the TES Committee will be made after the deadline at the end of July 2020.

If member countries are not able to utilize allocated experts by the time of the second selection, the Secretariat may offer the unused allocations to other member countries and allow them additional assignments of experts depending on the relevancy of requests.

Timetable for Selection of TES 2020

Deadline for submission of TES applications	By 28 February 2020
First selection of TES applications by the TES Committee	First week of March 2020
The APO Secretariat will request additional TES applications if member countries are not able to utilize allocated experts by the end of June 2020	Early July 2020
Deadline for resubmission and/or additional TES applications	By the end of July 2020
Selection of additional TES applications by the TES Committee	Early August 2020

d. Proactive Role of the Secretariat

The Secretariat will take a proactive role in designing and coordinating TES on specific subjects for member countries that may require them. For this purpose, the Secretariat will develop and offer TES projects directly to the member countries concerned.

e. Counterpart Experts

The NPO should assign staff to be closely involved in all stages of the implementation of the TES project. This is intended to encourage staff to understudy the expert(s) and ensure follow-up action by the NPO after the departure of the expert(s). This arrangement is referred to as "counterpart" experts and should meet the criteria below.

The counterpart(s) assigned should have a comprehensive understanding of the project to be carried out with the help of the APO expert(s). Therefore, regardless of the type of service to be rendered by the APO expert(s), local counterparts must actively acquire knowledge and/or skills and techniques and not merely serve as logistic coordinators. Counterparts should preferably be staff members who have been involved in the project from the planning stage and be technically competent to comprehend the expert's services. For this purpose, they should be able to devote all their time to the experts during their stay in the country. Also, after project implementation, they should be encouraged to disseminate the results as widely as possible and/or to take necessary follow-up actions.

f. Report Submission

The NPO receiving TES must submit an evaluation report on the implementation of the project to the Secretariat within one month of the completion of the expert services following the guidelines in Attachment 2, which can also be downloaded from the APO website. The assigned expert(s) who provided consultancy services should also submit a report within one month of the completion of his/her service.

Please note that the feedback on projects in the form of an evaluation report is crucial for further improvement of TES, and the NPOs concerned are strongly requested to submit the evaluation within the time frame above.

The submission of this report will be also taken into consideration during the screening process of applications for the NPO concerned in the future.

The NPOs concerned are requested to submit an impact evaluation report in consultation with the companies/organizations six months after the implementation of TES using the format to be provided by the Secretariat (Attachment 3).

g. Acknowledgment of the APO's Role

Member countries utilizing TES are requested to acknowledge the APO for assigning the technical expert(s). This acknowledgment may take the form of displaying the APO logo prominently on banners and other promotional materials, displaying the APO flag, etc. and through appropriate statements to the media. Photographs or copies of such displays and statements should be sent to the APO Secretariat with the evaluation report.

h. Cancellation Policy

If the expert assignment is cancelled after issuing the LA for reasons attributed to the NPO, any costs incurred such as air ticket cancellations should be met by the NPO concerned.

4. Assistance and Facilities to Be Provided

Member countries are requested to assist the expert(s) by:

- a. Meeting him/her at the airport upon arrival;
- b. Making arrangements for local transportation, hotel reservations, secretarial assistance, visits and appointments, etc.;

- c. Giving a briefing on the assignment and living conditions in the recipient country; and
- d. Providing interpreters, since often requests for TES cannot be met or TES cannot achieve the expected results due to the language barrier. To overcome such difficulties, NPOs are encouraged to attach suitable interpreters for better communication between the local language (or English) and the language of the expert, when necessary.

5. Financial Arrangements

To be met by the APO

- a. All assignment costs of overseas experts.

To be met by the member country

- a. All local implementation costs including costs for local surface transportation during the TES assignment in the country.
- b. Participating Country Expenses: For each visit by an expert, a lump sum of USD50.00 plus USD12.00 per day during each expert's stay (for the purpose of providing the assigned services), including the arrival and departure days, is payable to the APO for the assignment of experts.



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