



PROJECT NOTIFICATION

Ref. No. 20-IN-82-GE-WSP-B-PN2000022-002

PN Issue Date	21 May 2020
Project Code	20-IN-82-GE-WSP-B
Title	Workshop on Productivity Quality and Innovation for Transforming Economies
Timing and Duration	2-6 November 2020 (5 days)
Venue	Islamabad, Pakistan
Implementing Organization(s)	National Productivity Organization, Pakistan
Target Country(ies)	Bangladesh, Cambodia, Republic of China, Fiji, India, Indonesia, Islamic Republic of Iran, Lao PDR, Malaysia, Mongolia, Nepal, Philippines, Sri Lanka, Thailand, Turkey, and Vietnam.
Maximum Number of Overseas Participants	19
Maximum Number of Local Participants	6
Closing Date for Nominations	30 August 2020

1. Objectives

- a. To understand principle views of productivity and hold in-depth discussions on a mix of contributing factors for transforming economies;
- b. To review ways of increasing the effectiveness and efficiency of productivity measures through enhancing quality and undertaking innovations at firm, industry, and national levels; and
- c. To recommend an integrated approach to transform economies from lower- to higher-productivity levels as a key driver of sustainable economic development.

2. Background

“Transforming economies” refers to structural changes in the composition of industrial sectors such as agriculture, manufacturing, and services. Many developing countries mainly rely on primary industry that processes raw materials and aim to move to secondary and tertiary industries for higher productivity. The principle view of enhancing productivity is the optimum use of resources such as labor and capital. Recent advances in Industry 4.0 highlight production technologies and innovations as key drivers of economic transformation.

Optimizing the use of inputs means producing the right products at maximum output, which is one definition of effectiveness. Increased effectiveness can come about as a result of novel product development through supplying new resources across sectors or improvement of existing products through resource reallocation within a sector. In addition to products, improved services can be provided through new business model development. These activities are spurred by innovations as breakthroughs to create higher value addition and make businesses more competitive in the market.

When doing this, the quality of people and processes (systems) is critical for efficiently and sustainably managing firms, businesses, and industrial sectors. Quality can be defined as doing things right while following national economic strategies and requires a long-term integrated approach as its contributing elements grow organically throughout the process.

Actively improving quality and innovating create a virtuous cycle where knowledge and know-how are transformed into outputs and then accumulate as inputs for enhancing productivity and transforming economies to the next level. Hence, mechanisms for increasing productivity, quality, and innovation are important items on national socioeconomic development agendas in the Asia-Pacific. This workshop will review and discuss diverse aspects of people, processes, and products in contributing to higher productivity and creating business value for transforming economies.

3. Scope and Methodology

The workshop will consist of presentations by resource persons, sharing of country experiences by participants, group exercises, and site visits.

The tentative program of this project is given below:

Date/Time	Activity
1 November Sunday	Arrival of Participants in Islamabad
Day 1 2 November Monday	Opening session Presentation 1: Introduction to the workshop Concept and measurement of productivity and economic restructuring and how they are related to innovation and quality Presentation 2: Designing the economy for higher value-added industries Presentation 3: Technology- and data-driven production to increase productivity Presentation 4: Business model development: Who, what, and how in the era of Industry 4.0
Day 2 3 November Tuesday	Presentation 5: Business sophistication through knowledge production, accumulation, and absorption Presentation 6: Rethinking work in the digital age: Implications for social/economic changes Presentation 7: The role of R&D and investment in innovation Presentation 8: Future-ready human resources development: HR foresight and management in training/reskilling workers Presentation 9: Nurturing future businesses: Support services for startups and entrepreneurs
Day 3 4 November Wednesday	Field visit to companies/organizations/institutes
Day 4 5 November Thursday	Presentation 10: Government policies on enabling environments for business failures and successes for transforming economies Session 4: Country presentations by participants
Day 5 6 November Friday	Group breakout session - Discussion: Public policies for creativity and innovation in businesses: An open approach to productivity, quality, and innovation - Presentation of group discussion output Program evaluation by participants, resource persons, and implementing organization Formulation of follow-up action plans by individual participants Summing-up and closing session
7 November Saturday	Departure of participants

4. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Representatives of public-sector organizations working for industrial or economic development for higher productivity and/or business transformation in the era of Industry 4.0.
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 the APO and 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. 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 Islamabad, Pakistan.

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)	NA	NA	NA
Hotel accommodation in Islamabad	No	Yes	No
Per diem allowance in Islamabad	No	Yes	No
Transportation costs to and from hotel and airport in Islamabad.	No	Yes	No
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

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 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. 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.
- g. 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.
- h. 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.
- i. 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.

- j. NPOs should inform participants that they must attend the entire program of the project.
- k. 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.



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.