

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. 31204/19

Dt.

Sub:19-AG-27-GE-SMN-B: Study Mission to a Nonmember Country on Future Food Business Models from 15-20 March, 2020. San Francisco, CA, USA. (Visit www.npcindia.gov.in/apo-international-programmes/ for detailed Project Notification)

Dear Sir,

We invite your kind attention to NPC www.npcindia.gov.in/apo-international-programmes/ 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 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 **14th November 2019**. In this regard, the following points may be noted.

- **Financial Arrangement**

Participants or participating countries will bear the cost of round-trip economy-class international airfare between the international airport nearest to the participants' place of work and San Francisco International Airport (SFO), USA. Hotel charges at the venue of the programme will be met by Asian Productivity Organization (APO), Tokyo.

- **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 details are attached herewith. It is the responsibility of the candidates to complete all the official formalities required by their organizations/department before proceeding abroad.

- **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. You are requested to send nominations by e-mail (application in pdf format) and hard copy by post. All information pertaining to nominations will be

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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	26 September 2019
Project Code	19-AG-27-GE-SMN-B
Title	Study Mission to a Nonmember Country on Future Food Business Models
Timing and Duration	15–20 March 2020 (six days)
Venue	San Francisco, CA, USA
Implementing Organization(s)	APO Secretariat
Number of Overseas Participants	Up to 19 qualified participants (See 4. Qualifications of Candidates)
Closing Date for Nominations	6 December 2019

1. Objectives

- a. To raise awareness of alternative food sources and innovative agrifood technologies for sustainable food production and consumption;
- b. To build insights and provide recommendations on “noble food” business development in the global market; and
- c. To promote future food as an important policy measure to increase food security in APO member countries.

2. Background

The world population is estimated to reach 9.7 billion by 2050, making sustainable agricultural and food production an urgent concern. According to the 2018 Global Food Security Index (GFSI), many developing Asian countries ranked in the lower half of 113 countries studied. Most are struggling with food availability, accessibility, and affordability. Environmental issues such as agrifood waste and resource exploitation contribute to food-related challenges. To alleviate the multiple concerns, many international researchers are examining ecologically clean food sources.

Future food is gaining importance as a solution. Future food refers to that made from alternative or noble foodstuffs that are environmentally sustainable and nutritionally beneficial. Frequently discussed sources are insects, cultured meat, microalgae, meat analogues, etc. Insect food and microalgae are found in the markets of some countries with long insect- and microalgae-eating traditions. Meat analogues like plant-based vegetarian meat are available for those who abstain from meat for dietary, health, religious, or cultural reasons. However, most future food is not fully commercialized due mainly to a lack of awareness, limited consumer base, or high production costs leading to increased market prices.

Despite the obstacles to commercialization, expectations of the noble food market are on the rise. For example, insect food is being accepted as nutritious, tasty snacks by consumers. The insect food market is forecast to increase from USD33 million in 2015 to USD522 million by 2023. The price of cultured meat such as in vitro ground beef has dropped drastically. If reasonable market prices can stabilize, the cultured meat market is projected to grow to USD20 million by 2027. Food-tech start-ups as well as established suppliers are jumping into future food businesses as a blue ocean strategy.

The USA is one of the most advanced countries in the future food industry and related agrifood technologies. It is promoting noble food start-ups and business innovators in the production, manufacturing, and retailing of future food.

This study mission to the USA will observe possible future food sources and approaches to business models. The participants will have opportunities to explore noble food business potential and gain insights into the emerging future food industry.

3. Scope and Methodology

The study mission will consist of site visits to relevant innovation institutions, companies, and markets; presentations by experts and business leaders in the future food industry; group discussions; and networking sessions.

The tentative program of this project is as follows:

Date/Time	Activity
Saturday, 14 March 2020	Arrival of participants in San Francisco, USA
Sunday, 15 March	Opening session Program overview

	<p>Presentation 1: Food security and emerging food business models</p> <p>Site visit 1: Agriretail company to observe initiatives to improve productivity and optimize retail services to customers. (e.g., Amazon Go)</p>
Monday, 16 March	<p>Site visit 2: Innovation-platform company in Silicon Valley that promotes, invests in, and works with entrepreneurs and investors to advance the future of food and agriculture</p> <p>Site visit 3: Leading plant-based company</p> <p>Site visit 4: Leading US university in the area</p>
Tuesday, 17 March	Event 1: World Agri Tech Innovation Summit (day 1)
Wednesday, 18 March	<p>Event 1: World Agri Tech Innovation Summit (day 2)</p> <p>Site visit 5: Company focusing on planet-friendly protein snacks featuring edible insects</p>
Thursday 19 March	<p>Presentation 2: The Future of Food</p> <p>Site visit 6: Company producing insects for animal feed</p>
Friday 20 March	<p>Group discussion</p> <p>Key learning points of the study mission and drafting of action plans</p> <p>Evaluation by participants and implementing organization</p> <p>Closing session</p>
Saturday 21 March	Departure of participants

4. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	<p>Senior officials in ministries and local governments responsible for promoting sustainable food sources and food product innovations; CEOs of agrifood companies in the noble food industry; or academics researching alternative food sources, food business models, and food engineering from the countries listed below*:</p> <p>Cambodia, Republic of China, India, Indonesia, IR Iran, Japan, Republic of Korea, Malaysia, Mongolia, Philippines, Singapore, Thailand, and Vietnam.</p> <p>However, other member countries with special interest in this project may nominate candidates upon consultation with the APO Secretariat.</p> <p>*Please note that selected participants are required to disseminate and/or implement the lessons learned in their home countries.</p>
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

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

Participants or participating countries will bear the cost of round-trip economy-class international airfare between the international airport nearest to the participants' place of work and San Francisco International Airport (SFO), USA.

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 on Airfare for conditions)	Yes	No	No
Participating Country Expenses (PCEs) (refer to paragraph on PCEs)	USD50 per participant	No	No
Hotel accommodation in USA	No	No	Yes
Per diem allowance in USA	No	No	Yes
Transportation costs to and from hotel and airport in USA	No	No	Yes
Insurance coverage in USA (refer to paragraph on Insurance Coverage)	Yes	No	No
Any expenses related to passport fees, 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	No	Yes
All local implementation costs including but not limited to: a. Meeting rooms b. Documentation c. Preparatory costs	NA	No	Yes

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.



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.