



No. 31114/20

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Sub:20-IN-39-GE-TRC-A: Development of Public-sector Productivity Specialists (APO Certified Public-sector Productivity Specialists) from 3-14 August, 2020, Manila, Philippines. (Visit <https://www.npcindia.gov.in/NPC/User/InternationalServices> for detailed Project Notification)

Dear Sir,

We invite your kind attention to NPC <https://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 **19th May, 2020**. In this regard, the following points may be noted.

- **Financial Arrangement**

For SMEs and nonprofit organizations, the 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 at the venue will be met by Development Academy of the Philippines (DAP), Philippines (host country)/APO, 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 this regard, the bank account of NPC details is attached herewith. Kindly e-mail the details of the ECS/RTGS/NEFT payment made, **mentioning the name of applicant in remarks**, to mayank.verma@npcindia.gov.in, isg@npcindia.gov.in, rk.rawat@npcindia.gov.in Please note, in the absence of application fee, the nomination will not be considered.

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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 mayank.verma@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

Ref. No. 20-IN-39-GE-TRC-A-PN2000009-001

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| PN Issue Date | 7 March 2020 |
| Project Code | 20-IN-39-GE-TRC-A |
| Title | Development of Public-sector Productivity Specialists (APO Certified Public-sector Productivity Specialists) |
| Timing and Duration | 3–14 August 2020 (two weeks) |
| Venue | Manila, Philippines |
| Implementing Organization(s) | Development Academy of the Philippines (DAP) |
| Target Country(ies) | All Member Countries |
| Maximum Number of Overseas Participants | 18 |
| Maximum Number of Local Participants | 6 |
| Closing Date for Nominations | 7 June 2020 |

1. Objectives

- a. To train participants in the concepts, approaches, tools, and techniques that will develop their competencies as productivity specialists in the public sector;
- b. To develop the skillsets required for participants to become APO-certified public-sector specialists; and
- c. To certify participants as trainers on public-sector productivity after the certification requirements are fulfilled.

2. Background

Public-sector productivity is defined as optimizing the delivery of services through the efficient use of public funds, resulting in increased citizen satisfaction, public trust, accountability, cost-effectiveness, competitiveness, and quality of life in the long run. It is also believed that sustainable development depends in part on creating a more productive, efficient public sector. The APO has long recognized the important role of public-sector organizations in national development and competitiveness and launched a series of public sector-related projects to address the needs of member countries beginning in 2009. That led to the development of the APO Public-sector Productivity Program Framework in 2012. To assist public managers in improving their own governments and individual public-sector organizations, a Course Manual on Developing Productivity Specialists in the Public Sector was published through the Center of Excellence on Public-sector Productivity. It was envisioned that the manual would be utilized as a reference in conducting capacity-building initiatives and developing and certifying productivity specialists for the public sector in member economies. This certification program is one capability development program. Recognizing the competence of individuals through certification in the field of public-sector productivity after they attend a face-to-face APO training course will promote brand awareness, cultivate a community of experts, and strengthen APO leadership in the field.

This program is divided into two parts: 1) training of participants in the competencies needed; and 2) the certification process in which participants must meet specific requirements after the training to become certified. As a preparatory course for certification, participants must undergo the following stages.

Stage 1: Attending the entire program and passing the final examination conducted at the end of the course.

Stage 2: Participants are requested to carry out productivity improvement assignments in their countries within six months after training course completion. APO faculty members will provide mentoring and coaching to guide participants in preparing project reports. Participants submit project reports to the APO Secretariat for review. If the reports meet the requirements, certificates valid for three years are issued to successful candidates as certified specialists for the public sector.

NPOs are requested to nominate professionals who are expected to work as productivity specialists for the public sector. It is mandatory for participants to submit productivity improvement project reports after completing the training course to proceed to the next level of the certification process as explained above.

3. Scope and Methodology

The following 11 tentative modules/topics are to be covered:

- Public-sector Productivity and the APO Public-sector Productivity Framework;
- Tools for Improving Organizational Productivity;
- Citizen-centered Service;
- e-Government;
- Regulatory Reform;
- Performance Management;
- Measuring Public-sector Productivity;
- Leadership for Performance Improvement;
- Collaboration for Performance Improvement;
- Change Management; and
- Developing a Productivity Improvement Plan and Mentoring and Certification Process.

The program will consist of lectures, presentations, workshops, exercises, and fieldwork.

The tentative program of the training course is given below:

| Date/Time | Activity |
|-----------------------|--|
| Sunday, 2 August 2020 | Arrival of participants in Manila |
| Monday, 3 August | Opening session Presentation of resource papers on the modules/topics on: <ul style="list-style-type: none">- Public-sector Productivity and the APO Public-sector Productivity Framework |

| | |
|----------------------|--|
| | - Tools for Improving Organizational Productivity |
| Tuesday, 4 August | Presentation of resource papers on the modules/topics on: - Citizen-centered Service - e-Government |
| Wednesday, 5 August | Presentation of resource papers on the modules/topics on: - Regulatory Reform - Performance Management |
| Thursday, 6 August | Presentation of resource papers on the modules/topics on: - Measuring Public-sector Productivity - Leadership for Performance Improvement |
| Friday, 7 August | Presentation of resource papers on the modules/topics on: - Collaboration for Performance Improvement - Change Management |
| Saturday, 8 August | Presentation of resource papers on the modules/topics on: - Developing a Productivity Improvement Plan and Mentoring and Certification Procedures - Fieldwork preparations |
| Sunday, 9 August | Free time |
| Monday, 10 August | Fieldwork |
| Tuesday, 11 August | Fieldwork and preparation of reports |
| Wednesday, 12 August | Preparation of reports |
| Thursday, 13 August | Presentation of reports |
| Friday, 14 August | Examination Closing session |
| Saturday, 15 August | Departure of participants |

4. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Professionals from NPOs or associated management consultants assigned by NPOs for public-sector productivity.

(Note: Participants must be committed to carrying out productivity improvement assignments in their countries within six months after training course completion with the guidance of APO mentor/coach to qualify for the certification program.)

5. Requirement (applicable those who attends [certain project type])

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 bear the cost of round-trip economy-class international airfare between the international airport nearest to the participants' place of work and, Philippines 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 on Airfare for conditions) | Conditions apply | No | Conditions apply |
| Participating Country Expenses (PCEs) (refer to paragraph on Participating Country Expenses (PCEs)) | USD50 per participant | No | No |
| Hotel accommodation at the Venue | No | Yes | Yes |
| Per diem allowance at the Venue | No | Yes | Yes |
| Transportation costs to and from hotel and airport at the Venue | 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 |
| 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 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.