

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. 31510/20

Dt.

Sub:20-RP-28-GE-WSP-B: Workshop on the Productivity Promotion Movement in the Digital Age from 10-14 August, 2020, Phnom Penh, Cambodia. (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 **4th May, 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 National Productivity Centre of Cambodia, Cambodia, 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	30 January 2020
Project Code	20-RP-28-GE-WSP-B
Title	Workshop on the Productivity Promotion Movement in the Digital Age
Timing and Duration	10–14 August 2020 (five days)
Venue	Phnom Penh, Cambodia
Implementing Organization	National Productivity Centre of Cambodia Ministry of Industry and Handicraft No. 45 Norodom Blvd., Phnom Penh, Cambodia Phone: 855-17-610992; Fax: 855-23-222243 Email: khunrumyol@gmail.com; cambodialiaisonnpcc@gmail.com
Number of Overseas Participants	Up to 18 qualified participants from member countries
Number of Local Participants	Up to 6 qualified participants
Target Countries	Bangladesh, Republic of China, Fiji, India, Indonesia, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, the Philippines, Sri Lanka, Thailand, and Vietnam However, other member countries with special interest in this project may nominate candidates upon consultation with the APO Secretariat (see 4. Qualifications of Candidates).
Closing Date for Nominations	1 June 2020

1. Objectives

- a. To examine the applications of digital tools, platforms, and technologies in promoting the productivity movement as well as to assess their impact on national productivity; and
- b. To examine organizational best practices in adopting and applying digital tools, platforms, and technologies for promoting productivity initiatives in the digital era.

2. Background

Productivity improvement over the long term not only increases employment but also raises living standards. Economic growth, on the other hand, can be sustained only if there is a steady increase in overall productivity. Ensuring a steady increase in productivity emphasizes the important roles played by public institutions in particular. Efforts to strengthen national institutional mechanisms for productivity improvement through training, research, and promotion at the enterprise and shop floor levels need to be stepped up in an era when a tendency for productivity increases to slow is seen. Efficient initiatives to improve public awareness of productivity at all levels of society must be undertaken. The notion of productivity itself is not only an economic or technical issue but also dependent on individual mindsets, which indicates the sheer scope of the concerns to be addressed.

Advances in ICT, most importantly digital technologies and platforms, offer institutions promoting productivity such as national productivity organizations (NPOs) more opportunities for outreach. Existing initiatives to raise productivity awareness, disseminate productivity knowledge, and promote productivity measures among critical national stakeholders may need to be redesigned by applying new techniques and tools to increase their effectiveness. Reliance on technological tools and platforms for enhancing productivity also requires the modification of the methods or focus of lead organizations such as NPOs. For example, effective collaboration strategies depend on optimizing national productivity networks to create strong, supportive institutional infrastructure. As raising awareness of productivity must be a continuing effort, digital platforms can be used to foster positive attitudes, values, and a culture of productivity while helping to make messages long lasting, impactful, and personalized.

This workshop will examine the best methods for digitally transforming the productivity promotion movement. It is also intended to provide those working in productivity-related institutions in APO members with practical knowledge and skills in productivity promotion, with particular emphasis on the utilization of digital tools, techniques, platforms, and strategies. Existing practices of productivity promotion in member countries will be assessed, and knowledge transfer sessions will be conducted during the workshop to improve current efforts through in-depth case studies and examples of best practices.

3. Scope and Methodology

Scope

Optimal institutional settings for productivity enhancement; review of productivity promotion strategies; digital promotion of productivity; networking and collaboration on productivity through digital platforms; dashboards and tools for productivity policy formulation and administration; productivity consultation using digital platforms; and digital tools for monitoring and evaluating productivity promotion efforts.

Methodology

The workshop will consist of plenary thematic sessions with presentations by resource persons, discussions, practical exercises, case studies, formulating digital promotion strategies; site visits and/or in-depth discussion of best practices, and country paper presentations.

The tentative program of the workshop is given below:

Date/Time	Activity
Sunday, 9 August 2020	Arrival of participants in Phnom Penh
Monday, 10 August 2020	Opening session Workshop overview

	<ul style="list-style-type: none"> • Presentation 1: Review of institutions and mechanisms for productivity enhancement • Presentation 2: Development of productivity promotion strategies • Presentation 3: Introduction to digital promotion for public organizations • Presentation 4: Designing promotion tools: Applications of digital tools/platforms/techniques
Tuesday, 11 August 2020	<ul style="list-style-type: none"> • Presentations by participants • Thematic group discussions/exercise • Presentation 4: Formulating digital productivity promotion strategies • Presentation 5: Review of case studies and best practices: Conventional verses digital strategies
Wednesday, 12 August 2019	<ul style="list-style-type: none"> • Presentation 6: Digital transformation of productivity-related institutions • Presentation 7: Digital networking and collaboration: Examples of productivity enhancement projects • Presentation 8: Dashboards and tools for productivity policy formulation and administration
Thursday, 13 August 2020	<ul style="list-style-type: none"> • Observational site visit or in-depth case studies • Group discussions • Presentation 9: • Productivity consultation using digital platforms
Friday, 14 August 2020	<ul style="list-style-type: none"> • Development of digital promotion strategies for productivity • Participants' presentations • Key takeaways • Closing session
Saturday, 15 August 2020	Departure of participants

4. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Senior managers/officers of NPOs; NPO staff in charge of planning and designing or implementing productivity promotion strategies and tools; policymakers, government officials, and policy administrators working on national productivity, innovation, and competitiveness policy issues; and public/private consultants in relevant fields.
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 meet the qualifications above are typically between 30 and 55 years of age.

Attendance Participants are required to attend the entire program.

5. Requirements

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 2.

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 Phnom Penh, Cambodia.

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 Phnom Penh	No	Yes	No
Per diem allowance in Phnom Penh	No	Yes	No
Transportation costs to and from hotel and airport in Phnom Penh	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: 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 (see Attachment 1). In preparing the paper, they are expected to follow the "Guidelines for the Preparation of Country Papers" given in Attachment 1.

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 this workshop must also submit a report summarizing follow-up activities that they conducted following the action plans to the APO and NPOs within six months after project completion (see Attachment 2).

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

GUIDELINES FOR THE PREPARATION OF CASE STUDIES

One objective of this workshop is to examine the application of digital tools, platforms, and technologies in promoting the productivity movement. Participants are therefore expected to present case studies following the outline below.

The case study focusing on your organization should cover:

1. Highlights of current practices for promoting productivity. Please specify the specific role, function, and mandate of your organization.
2. Identify possible areas for improvement based on the case study presented.
3. Analyze (using your own method) whether and how the proposed improvement could be supported by the use of digital techniques, tools, platforms, etc. for greater efficiency.
4. Propose a list of actions to be taken, together with the details of the person(s)/unit(s) responsible, for the digital transformation of productivity promotion efforts in your organization.

In preparing the case studies, please note the following:

- The focus should be on the participant's organization.
- The background, current status/challenges, description of institutional design and/or mechanism, and initiatives taken for productivity promotion should be summarized.
- Sufficient, accurate information and analysis should be presented using relevant reliable data.
- The emphasis should be on improving productivity promotion using digital technologies, platforms, tools, etc. This can cover areas such as formulation/implementation of productivity promotion policies, productivity consultation, implementation of productivity-enhancement projects at both macro and micro levels, development of promotion strategies, monitoring and evaluating the impact of promotion strategies, etc.

Additional details on the format, mode and timing of submission, etc. will be provided in the circular sent to selected participants.

POSTPROJECT ACTIVITY GUIDELINES

The follow-up actions by participants after workshop 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 to ensure their impacts. 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;
- g. Implementing the action plan/strategy formulated as the output of the project attended; and
- h. Sharing project findings with colleagues, professional groups, or others.

The details of the format of the follow-up activity(es) will be communicated before the departure of the participants to the workshop venue.