



## PROJECT NOTIFICATION

15 November 2017

1. **Project Code** 17-IN-99-SPP-TRC
2. **Title** Industrial Human Resources Development for Africa: Training Course on Development of Advanced Productivity Practitioners
3. **Timing and Duration** 5–14 March 2018 (10 days)
4. **Venue** Windhoek, Namibia
5. **Implementing Organizations** APO Secretariat  
  
Supported by:  
Productivity Unit, Ministry of Labour and Social Welfare,  
Namibia  
in association with the Pan African Productivity Association  
(PAPA)  
Contact Person 1: Ms. Mokgadi Mahlakgane  
Private Bag 235, Midrand 1685, South Africa  
Phone: 27-11-848 5300/5330  
Fax: 27-11-848 5555/5560  
e-Mail: MokgadiM@productivitysa.co.za  
  
Contact Person 2: Mr. David Iigonda  
32 Mercedes Street, Khomasdal, Private Bag 19005  
Windhoek, Namibia  
Phone: 264-61-2066242  
Fax: 264-61-2066270  
e-Mail: david.iigonda@mol.gov.na
6. **Number of Participants** Up to 18 qualified participants from Botswana, Burkina Faso, Ghana, Kenya, Malawi, Mauritius, Nigeria, South Africa, and Zambia. However, other African countries with special interest in this project may nominate candidates upon consultation with the APO Secretariat through PAPA.
7. **Number of Local Participants** Up to 10 qualified participants
8. **Closing Date for Nominations** 19 January 2018

## **9. Objectives**

The main objective of the program is to assist African countries, especially NPOs of PAPA members, in capacity building and developing qualified productivity practitioners and trainers. This will be achieved through the following specific activities:

- a. Deliver skills and knowledge in advanced productivity and quality tools and techniques to NPO staff in PAPA member countries;
- b. Develop the capacity of staff responsible for formulating productivity strategy and promotion to conduct workplace interventions in SMEs, the public sector, and other relevant sectors;
- c. Strengthen the capacity of NPO staff to train key stakeholders in productivity awareness promotion and in delivering appropriate productivity solutions;
- d. Support NPOs in developing, adapting, and using effective instructional methods for productivity and quality improvement in their countries;
- e. Enlarge the pool of competent local/regional productivity practitioners, trainers, activists, and campaigners in NPOs of PAPA members who can deliver training and provide technical assistance in their countries and elsewhere in Africa;
- f. Assist NPOs of PAPA members in transforming local organizations into more productive, competitive entities;
- g. Contribute to the development of appropriate, well-functioning institutions in the region to promote productivity through expanding the capacity of human resources to tackle productivity challenges and enhance productivity in various sectors; and
- h. Spread know-how related to the application of emerging technologies to boost productivity, including exposing participants to topics related to the future of productivity.

## **10. Background**

Despite their huge potential, the vast majority of African countries have not yet transformed that potential into better standards of living. The economies on the continent rely mostly on capital-intensive extractive outputs. When there is underutilization of capital and its productivity cannot be maintained, this limits overall productivity, hence decelerating welfare improvement. Labor transfer from the low-productivity agricultural sector to manufacturing industries that use more capital and technology is a common strategy to overcome this. Unfortunately, the use of that industrial development strategy has been limited in Africa. There has been a tendency for labor in the agriculture sector to shift to services or small-scale manufacturing rather than to factories.

To maintain sufficient productive human resources to support the industrialization process in Africa, the APO has been carrying out interventions to boost productivity on the continent. In collaboration with PAPA, the APO organized a series of training courses for productivity practitioners at both the basic and advanced levels for NPO staff, training more than 190 individuals since 2007. This effort built up a pool of productivity practitioners, which is an important initiative in the development of a productivity culture but not sufficient to create the critical mass of activists required to lead the productivity movement in Africa. Therefore, continuous effort with broader coverage of and deeper exposure to productivity skills and

knowledge is imperative.

One of the prerequisites for an effective, continuous movement to climb the productivity ladder is the establishment of core organizations, such as NPOs. The structure of NPOs should accommodate well-designed training programs to support a pool of productivity practitioners with updated skills and knowledge. Productivity practitioners should excel in both theoretical and practical aspects to fulfill their tasks as trainers, consultants, and promoters of productivity and quality. A second prerequisite is an optimal mix between a well-functioning productivity institution and a dependable pool of supporting human resources, which will result not only in a more productive society but also in efficient ways to achieve development goals.

The efforts outlined above have gained even more relevance, particularly with the current rapid changes in the external environment affecting every economy. Advanced or at least different approaches to deal with national productivity enhancement are critical needs in the face of accelerating volatility, uncertainty, complexity, and ambiguity. Advanced productivity tools and techniques will also be integrated in the training course as a way to provide productivity practitioners with basic knowledge in dealing with the accelerating changes and with the need to redefine the concept of productivity accommodating forward-looking perspectives to sustain productivity gains in the future.

## **11. Scope and Methodology**

### **Scope:**

The training course comprises four modules:

- Module 1: Productivity Tools and Techniques
- Module 2: Principles of Training and Consultancy
- Module 3: Sustaining Productivity in the Future
- Module 4: In-plant Practice and Development of Action Plans

### **Methodology:**

Lectures, discussions, in-class exercise, observational site visit/in-plant practice and exercise, group and individual presentations, and examination.

### **Date/Time (tentative)**

<b>Date</b>	<b>Activity</b>
Sun., 4 March 2018	Arrival of participants in Namibia
Mon., 5 March	Precourse test, lectures, and discussion of Module 1
Tues., 6 March	Lectures, discussions, group work on Module 1
Wed., 7 March	Lectures on Module 2
Thurs., 8 March	Lectures and group work on Module 2
Fri., 9 March	Group exercises on Module 2, enrichment and deepening of Module 2
Sat., 10 March	Lectures and exercise on Module 3
Sun., 11 March	Free time
Mon., 12 March	In-plant practice, exercise, and discussions (Module 3)
Tues., 13 March	Group discussions

Wed., 14 March	Preparation of action plans (Module 4)
	Individual presentations and discussions,
	examination, wrap-up session, and closing
Thurs., 15 March	Departure of participants

## 12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Productivity practitioners and professionals/consultants engaged in productivity promotion and implementation in industries.
Experience	At least five 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 active contributions during the training course. 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, be involved in discussions, and attend site visits.
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.

## 13. Financial Arrangements

### To be borne by participants or participating countries

- a. International airfare by the most direct route between the international airport nearest to the participants' place of work and Windhoek, Namibia.
- b. Participants' insurance premiums: All participants must be fully insured against accident and illness (including hospitalization and death) for a principal 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 participating countries. If any participants is unable to insure himself/herself as stipulated above, he/she should secure this insurance in the host country at the commencement of the project and pay the premium himself/herself, if necessary, from the per diem allowance provided. Neither the APO nor the implementing organization will be responsible for any eventuality arising from accident or illness, acts of war, force majeure, or any unexpected

events beyond human control such as those related to natural disasters.

- c. All expenses related to visa fees and airport taxes.
- d. Any expenses incurred by participants for stopovers on the way to and from the project venue as well as for extra stay at the training project venue before and/or after the official project period because of early arrival or late departure, for example, due to either limited available flights or any other reason.
- e. Any cancellation charges for airfare and hotel accommodation arising from withdrawals after letters of acceptance have been issued by the APO.

#### **To be borne by PAPA through Hosting Country**

Full-time secretariat assistance/support to manage the logistic arrangements.

#### **To be borne by the APO**

- a. All assignment costs of overseas resource persons.
- b. Per diem allowances and hotel accommodation (including tax and service charges) for up to 18 participants for up to 11 days.
- c. All local implementation costs.

#### **14. Actions by Participating 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 12 above.
- b. No form of self-nomination will be accepted. All nominations must be endorsed and submitted by the NPO head in each country or 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](http://www.apo-tokyo.org)). We encourage submitting the biodata form in electronic form to the APO Secretariat and Productivity Unit, Ministry of Labour Industrial and Employment Creation, Namibia.
- 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, participating 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. Participating 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 participating countries where nominations are required to be approved by higher government authorities and require a longer time, 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 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 Productivity Unit, Ministry of Labour Industrial and Employment Creation, Namibia.
- 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 project because he/she is visiting the host country for the specific purpose of attending this APO training course project.
- l. NPOs should inform participants that they must attend all 10 days of the project.
- m. NPO should assist the APO and/or host country in collecting amounts corresponding to cancellation charges arising from withdrawal of a participant as provided for under item 13e.

#### **15. 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 this training project.
- b. If some candidates fail to qualify or be unable to participate after selection, or if some participating countries fail to nominate any candidate, their slots may be filled by alternates from the same or another participating country on a merit basis.

## **16. Project Preparation**

The participants are required to prepare a paper related to the topic of the training course prior to departure for the project venue. In preparing the paper, participants are required to include the current status of productivity promotion in their countries; role of the participant in the organization and description of his/her function; institutional arrangements for productivity promotion, key challenges, initiatives taken to answer the challenges; strategy to deal with the volatility, uncertainty, complexity and ambiguity of the external environment on their productivity movement and future plans. More details will be provided later.

## **17. Postproject Actions**

All participants are required to prepare action plans and share the plans with their NPOs. The APO will also request participants to submit progress reports six months after completion of the training.

## **18. Evaluation of Participants**

If the conduct/attendance/performance of a participant is not satisfactory, these will be reported to the concerned NPOs and designated officers.

## **19. Guide for Participants**

Other conditions for participation are given in the *APO Guide for Participants*, which is available on the APO website ([http://www.apo-tokyo.org/wedo/wp-content/uploads/sites/3/2014/06/APO-Guide-for-Participants-R\\_Aug2016.pdf](http://www.apo-tokyo.org/wedo/wp-content/uploads/sites/3/2014/06/APO-Guide-for-Participants-R_Aug2016.pdf)).



Santhi Kanoktanaporn  
Secretary-General