PROJECT NOTIFICATION

22 December 2017

1. Project Code	18-IN-92-GE-DON-C
2. Title	Institutional Strengthening of National Productivity Organizations by Development of Productivity Practitioners
3. Timing and Duration	Two consecutive weeks for each project in 2018 (to maximize the cost-effectiveness of the program, 12-day programs are encouraged)
4. Venue	Selected member countries
5. Implementing Organizations	NPOs
6. Participating Countries	Four APO member countries
7. Closing Date for Proposals	30 March 2018 Member countries interested in the project are requested to submit comprehensive proposals following the attached guidelines (Attachments I, II, and III).

8. Objectives

To provide productivity and quality facilitators and practitioners from NPOs in APO members with firsthand exposure to the tools and techniques of productivity improvement, thereby building up a critical mass of productivity practitioners.

9. Background

The ongoing need for the capacity building of NPOs cannot be overemphasized. Based on the DON need assessment survey, in-country programs specifically for the capacity building of NPOs were initiated. Through 42 programs since 2008, more than 1,300 professionals have been trained in basic and/or advanced productivity tools and techniques. These facilitators and practitioners are now expected to apply their acquired skills and knowledge in advisory and training services for multiplier effects. The focus of this project will be on NPOs in line with the APO strategic direction of strengthening NPOs and promoting the development of SMEs and communities.

Based on the positive feedback received and expressions of interest from other NPOs, this program is being continued. The program will explore effective linkages with relevant multicountry projects such as the Development of Productivity Practitioners: Basic and Advanced.

NPOs are urged to exercise care in choosing subject areas for in-country training programs and cater to the needs of SMEs as well, because they should essentially upgrade their skills in

current areas of work or acquire new skills to apply in the near future. To ensure this, NPOs are required to prepare medium- to long-term plans for staff utilization in productivity promotion-related activities and for their training needs. In addition, based on such plans NPOs are requested to specify in their proposals the follow-up activities to be undertaken after in-country programs. Each proposal will be reviewed by the Secretariat to ensure suitability and justification.

Each in-country training program is expected to be highly interactive, workshop oriented, and rigorous in scope and include a comprehensive examination at the end of the course.

10. Scope and Methodology

Scope
The program will cover productivity-related subject areas in which NPOs are currently engaged such as productivity principles, productivity practitioner competency development, productivity and business competitiveness, corporate strategy and implementation, productivity tools and techniques, Industry 4.0, technological breakthroughs, etc. (see Attachments II: Training Module Guidelines).

The final scope and contents of the program will be developed in close consultation with the NPO concerned based on its specific needs for the capacity building of staff, and the resource speakers will be consulted to fine-tune the program and finalize it.

Methodology
The two-consecutive-week training program will involve expert lectures/tutorials, case studies, group exercises, group presentations, and site visits for NPO and SME staff engaged in the implementation and promotion of productivity who work as trainers, consultants, technical staff, managers, and local experts on productivity.

11. Qualifications of Candidates

NPO staff and associated consultants of NPOs, and SME development agency staff engaged in productivity promotion and implementation.

12. Financial Arrangements

The APO will apply the following guidelines to the sharing of expenses among the parties:

To be borne by the NPO

a. The NPO concerned will bear any other local implementation costs not covered by the APO.
b. Upon review and acceptance of the cost estimate submitted by the NPO, the APO will advance up to 50% of the estimated cost (not more than USD5,000.00) as requested by the NPO if necessary.
c. The NPO will cover all other expenses and settle the entire account by providing all necessary bills and receipts that have to be issued by third parties to the APO after completion of the project. The final applicable payment will be based on the actual expenditure and review of the report submitted by the NPO as required.

To be borne by the APO

The APO will bear the costs for assigning international resource speakers and provide financial support to meet the following costs:

a. Meeting package including meeting room with training facilities and requisite stationery, material, and documentation (meals and translation/interpretation fees are not included in the meeting package);
b. Preparing and compiling training material sets for all participants; and
c. Transportation costs for site visits, if any.

To meet the above costs, the APO will bear a maximum of USD10,000.00 to organize the two-week training program.

13. Roles and Responsibilities

The roles and responsibilities of NPOs and the APO are:

NPOs:
a. Organize a two-consecutive-week training program to provide NPO and SME productivity and quality facilitators and practitioners with firsthand exposure to the tools and techniques of productivity and related subject areas to create a trained pool of practitioners;
b. Assign a local coordinator(s) for managing the program;
c. Assign local resource persons, if any;
d. Provide administrative and logistic support not covered by the APO;
e. NPOs may request SMEs to host site visits and offer their facilities for conducting practical exercises, if necessary; and
f. Inform the APO of the impact of the program and submit an impact evaluation report six months after the implementation of the project.

APO:
a. Assign international resource persons;
b. Assist the NPO in finalizing the program content in consultation with the experts; and
c. Provide partial financial support for implementation of the program.

14. Actions by Member Countries (before and after DON Projects)

1) Before

a. Member countries wishing to apply for DON projects are requested to fill in and submit the application form (Attachment I). Applications should preferably be submitted electronically. Member countries are requested not to apply for DON projects in conjunction with other APO programs.
b. The timing of the project and the program are to be discussed with the APO and resource speakers. NPOs can select the modules listed in Attachment II. If an NPO has identified a specific topic necessary for its development, it can be discussed with APO Secretariat to develop the project.

2) After

a. DON projects are expected to create a pool of productivity facilitators and practitioners in member countries who can act as trainers and promote productivity in various fields. Upon completion of the project, the NPO concerned will submit a comprehensive report on the training program with specific follow-up activities and recommendations to promote the productivity movement in the country.
b. Submit an evaluation report to the APO within one month after program completion;

c. To inform the APO of the impact of the DON project, the NPOs concerned are requested to submit an impact evaluation report six months after project implementation using the format to be provided by the Secretariat.

Santhi Kanoktanaporn
Secretary-General

PROPOSAL GUIDELINES

Member countries interested in the project are requested to submit proposals that meet their specific needs to strengthen the capacity of NPOs and SMEs by **30 March 2018**. The following information should be included in the proposal:

1. Profile of the NPO
   1.1 Mission, vision, and key activities in promoting the productivity movement
   1.2 Number of professional staff, qualifications, and their experience
   1.3 Linkages with other important stakeholders which may relate to this proposal

2. Current problems faced by the NPO and SMEs
   2.1 Describe briefly problems faced by the NPO and SMEs with regard to their institutional capacity for promoting the productivity movement in the country
   2.2 Reasons why this training proposal is essential for the NPO and SMEs
   2.3 Previous related program(s), their outcome, and linkage with this proposal, if any
      - DON Program
      - Other in-country program

3. Objectives of the proposed training program

4. Tentative program date and training venue

5. Training modules
   (Attachment II is module guidelines for selection. Due to limited training days, it is necessary to select only appropriate topics to meet capacity-building needs.)

6. Proposed daily program schedule (please fill in Attachment III)
   - Training modules
   - Observational site visit(s) and purpose of visit(s)
   - Hands-on practice, if any
   - Topic(s) conducted by local resource person(s)

7. Target participants
   (Because the program objective is to develop NPO and SME capacity, it is essential that NPO and SME staff each comprise 50% of the total number of participants.)
   7.1 Number of participants
   7.2 Qualifications of participants

8. Budget planning
   8.1 Describe expected expense items and amount in local currency and USD
   8.2 Financial contribution of the NPO, if any

9. Expected outcomes of the program for the NPO and SMEs in the short and long terms

10. Follow-up activities by the NPO, SMEs, and staff trained after completion of the training

TRAINING MODULE GUIDELINES

Module I: Productivity Principles

1. Productivity Strategies and Implementation
   1.1 Framework for productivity improvement
   1.2 Formulation of productivity strategies
   1.3 Productivity promotion and implementation in companies
   1.4 Productivity promotion and implementation at industry level
   1.5 Productivity promotion and implementation at national level

Module II: Productivity Practitioner Competency Development

1. Developing Competencies in Training
   1.1 Basic principles in developing and conducting training programs
   1.2 Training need analysis and developing total training plans
   1.3 Types of training delivery: on-the-job training, e-learning, etc.
   1.4 Design of training programs
   1.5 Development of facilitation and presentation skills

2. Developing Competencies in Management Consulting
   2.1 Process of management consulting
   2.2 Data collection, analysis, and making recommendations
   2.3 Productivity awareness surveys
   2.4 Report preparation and presentation to organization management
   2.5 Evaluating and sustaining improvements

3. Developing Competencies in Productivity Promotion
   3.1 Productivity promotion strategy formulation
   3.2 Understanding corporate culture and the change management process
   3.3 Handling change management
   3.4 Developing networking and communication skills

4. Productivity Champions
   4.1 Framework of consulting on productivity
   4.2 Environment analysis
   4.3 Corporate and marketing strategy frameworks

Module III: Productivity and Business Competitiveness

1. Productivity and Competitiveness
   1.1 Relationship between productivity and organizational and national competitiveness
   1.2 Internationally accepted frameworks for competitiveness

2. Understanding Total Factor Productivity (TFP)
   2.1 Productivity measurement methodologies
   2.2 Input-driven and productivity-driven growth
   2.3 Understanding TFP and national growth contributions

Module IV: Corporate Strategy and Implementation

1. Understanding the Business Excellence Framework
   1.1 Corporate strategies for business excellence
   1.2 Business excellence criteria
   1.3 Implementing the business excellence framework in organizations
   1.4 Business excellence for SMEs

2. Organizational Productivity Diagnosis
   2.1 Productivity diagnosis practice
   2.2 Data analysis

3. Implementing Strategic Management Systems Using the Balanced Scorecard
   3.1 Performance measurement and management systems
   3.2 Translating organizational goals and visions into action plans
   3.3 Deploying corporate strategy and evaluation systems

Module V: Productivity Tools and Techniques

1. Knowledge Management (KM)
   1.1 Concepts and benefits of KM
   1.2 Elements of and how to implement KM
   1.3 Implementation and management of KM in organizations

2. Supply Chain Management
   2.1 Concepts and benefits of supply chain management
   2.2 Elements of and how to implement supply chain management
   2.3 Implementation and supervision of supply chain management
   2.4 Concept, benefits, impacts, and applications of green purchasing

3. Six Sigma
   3.1 Concepts and benefits of Six Sigma
   3.2 Elements of and how to implement Six Sigma
   3.3 Implementation and management of Six Sigma in organizations

4. Material Flow Cost Accounting (MFCA)
   4.1 Concepts and benefits of Green Productivity (GP) and MFCA
   4.2 Elements of and how to implement MFCA
   4.3 Implementation and management of MFCA in organizations

5. Productivity Measurement
   5.1 Productivity measurement and data analysis
   5.2 Concept of value added
   5.3 Management analysis using productivity ratios

6. Industrial Engineering Techniques
   6.1 Concepts and benefits of method study and work measurement
   6.2 Process and operational analysis and improvement
   6.3 Establishment of standard times
   6.4 Value engineering concepts and applications

7. GP(Green Productivity)
   7.1 Sustainable development and GP
   7.2 Concepts and benefits of GP
   7.3 GP methodology
   7.4 GP tools and techniques
   7.5 Case studies

8. Integrated Management Systems
   8.1 Concepts and benefits of integrated management systems
   8.2 Recent trends in integrated management systems
   8.3 How to integrate management systems

Module VI: Industry 4.0

1. Understanding Industry 4.0
   1.1 Concepts and benefits of Industry 4.0
   1.2 Elements of and how to implement Industry 4.0
   1.3 Implementation of Industry 4.0 in organizations
   1.4 Best models of Industry 4.0 for SMEs

Module VII: Technological Breakthroughs

2. The Nine Pillars of Industry 4.0
   2.1 Development of smart technology
   2.2 Nine pillars of technological progress
       2.2.1 Big data
       2.2.2 Autonomous robots
       2.2.3 Simulation
       2.2.4 Horizontal and vertical system integration
       2.2.5 The Internet of Things
       2.2.6 Cybersecurity
       2.2.7 Cloud computing
       2.2.8 Additive manufacturing
       2.2.9 Augmented reality

PROPOSED DAILY SCHEDULE

Day	Date	Training Topics/Activities	Experts (APO or Local)
1			
2			
3			
4			
5			
6			
		Weekend	
7			
8			
9			
10			
11			
12			