



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT IMPLEMENTATION PLAN

22 February 2016

- 1. Project Code** 15-AG-39-GE-NFP-C-07
- 2. Title** National Follow-up Program to the Workshop on Developing and Strengthening Consulting Capacities of NPOs
- 3. Reference** 15-RP-05-GE-WSP-A
- 4. Timing and Duration** 16–20 May 2016
- 5. Venue** DAP Conference Center, Tagaytay City, Philippines
- 6. Implementing Organization** Development Academy of the Philippines (DAP)
DAP Bldg., San Miguel Avenue
Ortigas Center, Pasig City
Phone: 63-2-631-2137
Fax: 63-2-631-2126
- 7. Number of Participants** 30 selected participants
- 8. Objectives**
 - a. To examine the consultancy services of the DAP including methodologies, approaches, and other elements;
 - b. To facilitate exchanges of expertise among DAP consultants in developing and extending consultancy services; and
 - c. To make proposals that will assist the DAP in enhancing its consultancy services and competencies of consultants.

9. Background

The DAP, as the NPO of the Philippines, plays a crucial role in the promotion and enhancement of national productivity. In line with its mandate of “helping its development partners (its development stakeholders/clients) excel in serving others better by enabling the institutionalization of cutting-edge capacity building and development solutions,” the DAP undertakes training, education, consultancy services/technical assistance, and policy- and action-oriented research and publications in the areas of governance and accountability, productivity and quality, knowledge management, education and learning, and sustainable human development.

From 11 to 14 August 2015, the China Productivity Center in coordination with the APO hosted the workshop on Developing and Strengthening Consulting Capacities of NPOs. There were 20 participants from APO member countries, with DAP Vice President and Managing Director of the Productivity and Development Center Arnel D. Abanto and Center for Governance's Operation Management Office Director Alvin Principe representing the Philippines. Following that workshop, the DAP will conduct a follow-up project to intensify the sharing of knowledge and best practices on consulting services, especially in critical areas that make any consulting endeavor successful.

10. Tentative Scope and Methodology

The tentative modules to be covered are:

- a. Reexamining the management consultancy profession;
- b. Reviewing core competencies in consultancy;
- c. Critical success factors in management consultancy;
- d. Strategies for enhancing consultancy competitiveness and services; and
- e. World-class models of consulting by advanced NPOs.

The workshop will consist of lectures, case presentations, group discussions and activities, and site visits to companies/organizations.

The provisional program of activities is as follows:

Time	Activity/Topic	Presenter/Facilitator
Day 1: Monday, 16 May 2016		
9:00	Registration	Secretariat (DAP and APO)
9:30–10:15	Opening Session <ul style="list-style-type: none"> • Welcome remarks by DAP • Opening message by APO • Introduction of experts and participants • Traditional group photo 	DAP President Antonio D. Kalaw, Jr. APO Liaison Officer for the Philippines Carlos A. Sayco
10:15–10:30	Short break	
10:30–10:45	Brief introduction to the workshop objectives and program	DAP VP and Productivity and Development Center Managing Director Arnel D. Abanto
10:45–12:00	Resource Presentation 1: The Consulting Industry Evolution Specific topics to be covered in this session include: <ul style="list-style-type: none"> • The consulting industry as it has evolved 	Dr. Paul N. Friga Clinical Associate Professor Kenan-Flagler Business School at University of North Carolina, Chapel Hill, USA

	<p>in the USA: sectors and firms</p> <ul style="list-style-type: none"> • Historical trends: what we have learned • Critical success factors for top consulting firms moving forward 	
12:00–13:00	Lunch break	
13:00–16:00	<p>Program Center Presentations</p> <p>The contents of the presentations are based on the guidelines provided in the project notification issued:</p> <ol style="list-style-type: none"> 1. Introduce the program center’s consultancy services including area, target clients/sectors, durations, and present scenario. 2. Discuss the current program center’s workforce of consultants including accreditation levels and types of services provided. 3. Identify the needs of your consulting services focusing on ways to enhance the competence of DAP consultants which the APO networks and platform could support. 	5 Program Centers/Offices
16:00–16:15	Coffee break	
16:15–17:00	Special presentation by the DAP: The consulting business of the DAP and its contribution to business growth.	Arnel D. Abanto
Day 2: Tuesday, 17 May 2016		
8:30	Meeting in the session room/short recap	
9:00–12:00	<p>Resource Presentation 3: TEAM FOCUS: A Framework for More Efficient and Effective Problem Solving</p> <p>Dr. Friga will present the highly regarded “TEAM FOCUS” methodology. Participants will learn the approach and apply it in a short video case study. The book summarizing this approach and offering templates and example is: <i>The McKinsey Engagement: A Powerful Toolkit for More Efficient and Effective Team Problem Solving</i>. The model is presented in two themes:</p> <p>Interpersonal Tools: TEAM (Talk, Evaluate, Assist and Motivate)</p>	Dr. Paul N. Friga

12:00–13:00	Lunch	
13:00–17:00	Continuation of Dr. Friga’s presentation on TEAM FOCUS <ul style="list-style-type: none"> Analytical tools: FOCUS (frame, organize, collect, understand, and synthesize) 	
Day 3: Wednesday, 18 May 2016		
8:30	Meeting at the session room/recap	
9:00–12:00	Resource Presentation 4: The Consultant Toolkit <p>This session will focus on:</p> <ul style="list-style-type: none"> Competencies for consultants Toolbox items Accreditation and certification Professional ethics Critical success factors for consultants The client-consultant relationship Communication 	Local resource person to be identified
12:00–13:00	Lunch	
13:00–15:00	Resource Presentation 5: Sharing of Best Practices in Developing and Strengthening Capacities of World-class Consulting Firms <p>Dr. Friga will share his own experience on what constitutes best practices in developing and strengthening consulting services. This presentation will benchmark the NPO’s best practices against those of successful consulting firms/organizations The session will utilize a Harvard Business School case study: “Developing Professionals the BCG Way.” Participants will compare and contrast best practices from the case study and their own firms to identify opportunities for improvement. Specific content topics addressed in this section include:</p> <ul style="list-style-type: none"> Attracting candidates Developing employees Retaining top talent 	Dr. Paul N. Friga
15:00–15:15	Coffee break	
15:15–17:00	Special Presentation on Mentoring and Coaching as an Approach in Management Consulting <p>This session will discuss mentoring and</p>	Local resource person to be identified

	coaching approaches in providing consulting services.	
Day 4: Thursday, 19 May 2016		
8:00	<p>Assemble in hotel lobby at 8:00 AM and leave for site visits at 8:15 AM.</p> <p>The purpose of the site visits is to observe the actual operations and impact of consulting services of the DAP to successful clients. The companies to be visited will share profiles and business operations including information on how the DAP helped in improving growth/stability through the consulting services received. The visit will also promote networking among participants and local companies/organizations.</p>	
9:30–11:30	Site Visit 1:	
12:00	Lunch break	
14:00–16:00	Site Visit 2:	
18:00	Dinner	
Day 5: Friday, 20 May 2016		
8:30	Meeting in the session room/short recap	
9:00–12:00	<p>Group discussion and presentation of plans</p> <p>Guide questions:</p> <ol style="list-style-type: none"> 1. What type of proposals will you make to your Program Center to strengthen its capacity in consulting services based on the learning from this workshop? Please be specific. 2. What type of programs must the APO provide to strengthen the consulting capacities and services of the DAP? 	To be facilitated by Dr. Paul N. Friga
12:00–13:00	Lunch break	
13:00–14:30	<p>Open Forum: Prospects and Challenges in Strengthening the DAP's Consulting Capacities and Services</p> <p>This session will wrap up all presentations and discussions and discuss how the learning and group proposals can be put into action in both the medium and long terms. It will also identify what lies ahead in terms of prospects and challenges for the DAP in consulting services and how the APO could</p>	To be facilitated by Dr. Paul N. Friga

	address them given the diversity of its membership.	
14:30–15:00	Evaluation and closing ceremony	Secretariat
17:00	Departure of experts and participants	

11. Participants

The participants in the workshop will be DAP project officers from different program centers that offer consultancy services for the NPO.

12. Resource Persons

The APO will assign Professor Paul N. Friga from the Kenan-Flagler Business School, University of North Carolina at Chapel Hill, as an overseas resource person, who conducted a similar workshop for the APO last year. There will also be local resource person(s) from the DAP.

13. Financial Arrangements

To be borne by the host country (Philippines)

- a. Implementation costs exceeding the APO share of USD10,000.
- b. Project management fees and personnel costs of the implementing organizations, including transportation of the facilitator(s) and project team to and from the project venue, meeting package for the project team, facilitator(s), and local resource person(s) during the conference, personnel service fees for the development of the program, honorarium for the local resource person(s) if applicable, and consultation meetings with key stakeholders.
- c. Any other local implementation costs not covered by the APO.

To be borne by the APO

- a. All assignment costs of one overseas resource person.
- b. Implementation costs up to a maximum of USD10,000 for making local arrangements. An itemized breakdown of the implementation costs is attached (Appendix 1).

14. Roles and Responsibilities

The roles and responsibilities of the NPO and APO are:

NPO

- a. Organizing the workshop;
- b. Assigning local coordinators to organize the workshop (e.g., conference facilities, accommodation, workshop materials and/or kits, logistics);
- c. Coordinating with the APO in planning and implementation of the project;
- d. Inviting local participants;
- e. Assigning and inviting local resource speakers;
- f. Providing budget not provided by the APO;
- g. Bearing the balance of project implementation costs if the total amount exceeds USD10,000; and

- h. Submitting a documentation report to the APO, including the financial report and expenditure receipts for the project.

APO

- a. Providing financial support for organizing the national workshop as detailed in section 13;
- b. Assigning one overseas resource person for the national workshop; and
- c. Coordinating with the overseas expert and implementing organization.

15. Procedures for Project Implementation

This project is to be implemented in close collaboration with the APO Secretariat, referred to as the APO in this document.

- a. A temporary advance of up to 50% of the total APO share will be remitted to the DAP, if necessary.
- b. The proposed project will be carried out by the implementing organization.
- c. The DAP will make the expenditures for the assigned items and settle the entire account by providing all necessary bills and receipts to the APO after completion of the follow-up workshop.
- d. The DAP will submit a project completion report and a statement of expenses supported by receipts, etc., related to the project to the APO within one month of project completion. The report will provide details on how the project was carried out in the country, program of activities, benefits and advantages to the implementing organization and host country, and follow-up action plans.

16. Final Project Output

The project is expected to produce a set of recommendations and guidance on enhancing the consulting capacities of DAP consultants, especially for the acquisition of new knowledge and expertise in conducting consultancy work/services. Upon completion of the project, the DAP will undertake the following:

- a. Submit a project completion report on the national follow-up workshop to the APO and disseminate the knowledge and experiences gained to the public and private sectors through publications, technical assistance, and training services.
- b. Submit a statement of expenses supported by receipts/bills within one month after completion of the workshop.
- c. Submit documents and e-links relating to promotional material on the national event, e.g., newsletters, brochures, bulletins, news clippings, written in English or the local language with an English translation of the main points.



Mari Amano
Secretary-General

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Estimated APO share of costs for the
National Follow-up on the Workshop on Developing and Strengthening Consulting
Capacities of NPOs
(16-20 May 2016, Tagaytay City, Philippines)

S. No.	Item	Detailed Breakdown (unit price, number of persons, and days)	Total (USD)	DAP Share (USD)	APO Share (USD)
1	Rental cost a. Function room (Conference Room #6)	USD159.41/day (4 days)	638	—	638
2	Conference package (meals) a. Set breakfast b. Set lunch c. Set dinner d. Snacks e. Lunch and snacks during site visits	USD3.72/meal × 36 pax (5 days) USD6.06/meal × 36 pax (4 days) USD6.06/meal × 36 pax (5 days) USD1.92/meal × 36 pax (2 × 4 days) USD10.63/meal for 36 pax	3,569	(6 pax) 595	(30 pax) 2,974
3	Accommodations a. Studio (for participants) b. Suite (for resource persons) c. Family room (for project staff)	USD74.39/night × 15 rooms × 5 nights USD95.65/night × 3 rooms × 5 nights USD95.65/night × 5 nights	7,492	1,913	5,579
4	Reproduction/printing of workshop materials	USD7.44 × 35 sets	260	—	260
5	Workshop materials (pens, paper, certificates, and tokens)	USD31.88 × 35 sets	1,116	1,116	—
6	Transportation a. Manila to/from Tagaytay City b. Site visits	USD850.16 USD531.35	1,382	850	532
7	Coordination activities	USD318.81	319	319	—
Total (USD)			14,776	4,793	9,983

Rate/cost assumptions are based on Bangko Sentral ng Pilipinas Reference Exchange Rate Bulletin (1USD=47.05 PhP) as of 6 January 2016.