



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT IMPLEMENTATION PLAN

27 June 2016

1. **Project Code** 16-IN-92-GE-DON-C
2. **Title** Institutional Strengthening of National Productivity Organizations by Development of Productivity Practitioners
3. **Timing and Duration** 5–16 December 2016
4. **Venue** Phnom Penh, Cambodia
5. **Implementing Organization** National Productivity Centre of Cambodia (NPCC)
Ministry of Industry and Handicraft
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Cambodia
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6. **Number of Local Participants** 25 participants (from the NPO and public and private sectors including SMEs)
7. **Background**

The NPCC, the NPO of Cambodia, manages productivity initiatives in the country under the Ministry of Industry and Handicraft after undergoing several structural adjustments. It was first established as the National Productivity Unit (NPU), which acted as the Cambodian NPO at the office level under the Industrial Affairs Department of the General Department of Industry of the Ministry of Industry, Mines and Energy (MIME). Subsequently, to highlight the role of productivity in national development, the government decided to upgrade the NPU to departmental level under the General Department of Industry, MIME, in July 2006, and the name was changed to the NPCC.

The NPCC was assigned by a subdecree signed by the Prime Minister of Cambodia in January 2006 to be responsible for productivity development in Cambodia ranging from leading the productivity movement in the country to policy formulation including research and providing consultancy services. Productivity enhancement was identified as a key element in strategic planning under the five-year industrial development policy for 2016–2020. The core objective of this policy is to address structural challenges and invest in key industrial infrastructure, both hard and soft, to allow Cambodian industries to reach their potential and achieve a competitive advantage. This necessitates a narrowing-down approach to address sectoral productivity challenges.

Significant efforts are being made to address those challenges, including investigating appropriate productivity improvement tools. Through the international productivity cooperation facilitated by the APO, it was found that lean manufacturing systems, also known as the Toyota Production System, could play a major role in raising productivity, particularly in industry. The NPCC has incorporated this productivity tool in its strategic planning. It is also being utilized to develop the capacity of the NPCC to offer training and consultancy services on lean systems to SMEs and other private institutions.

8. Type of Project

A 10-day training course will be held for NPCC staff and others from the public and private sectors.

9. Objectives

The objectives of the proposed training program are:

- a. To introduce and create demand for lean manufacturing system implementation in Cambodia;
- b. To develop the capability of trainers/consultants, engineers, and production managers to adopt lean systems using practical approaches and hands-on workshops; and
- c. To help participants understand the philosophy and concepts of lean manufacturing systems, methodologies for and approaches to lean applications, practical consulting techniques in the management of lean manufacturing systems, and ways to improve production processes.

10. Project Schedule

The project schedule will be determined by the APO Secretariat and NPCC in consultation with APO experts.

11. Implementation

This project is to be implemented in close collaboration with the APO Secretariat.

12. Roles and Responsibilities

The roles and responsibilities of the NPCC and APO are:

NPCC

- a. Organize a 10-day training course with the main objective of creating a critical mass of productivity and quality practitioners;
- b. Assign a program manager and local coordinator(s) to organize the course (e.g., meeting room, participants' administration, training materials, examinations, site visits, and logistics);
- c. Inform the participants that they must attend the entire program to receive the APO certificate and collect attending participants' signatures every day;
- d. Provide budget not covered by the APO;

- e. Prominently display the APO name and logo on a banner in the training venue on the working days of the project;
- f. Submit a comprehensive report to the APO within one month after completion of the training course; and
- g. Distribute certificates to participants who attended the entire project.

APO

- a. Assign international resource speakers;
- b. Assist the NPCC in finalizing the course content in consultation with the resource speakers;
- c. Issue certificates based on the participants' attendance submitted by the NPCC; and
- d. Provide administrative and financial support as detailed in the Project Notification.

13. Financial Arrangements

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

- a. Meeting package including meeting room with training facilities and necessary stationery, materials, and documentation based on the agreed details of the training course;
- b. Preparing and compiling training material sets for all participants; and
- c. Transportation costs for site visits, if any.

Tentative budget

No.	Item	Amount (USD)
1	Meeting package	8,225.00
2	Training material sets	3,250.00
3	Transportation costs for site visit(s)	310.00
	Total	USD11,785.00

The APO will pay implementation costs of up to USD10,000.00 toward the 10-day training course, and the NPCC will cover any other local implementation costs not covered by the APO.

Upon request by the NPCC and after review, the APO will make a bank transfer of 50% of the estimated implementation cost (not more than USD5,000.00) as financial support to the NPCC at least 45 days prior to the program.

The NPO will make the agreed expenditures and settle the entire account by providing all necessary proof of payment to the APO after completion of the program. The proof of payment, e.g., bills, payment record and receipts issued by third parties, must be submitted together at one time, written in clear English, with English translations for all documents not originally written in English. The final payment will be made based on the actual expenditure after the NPCC submits the comprehensive report. In general, internal evidence are not accepted as proof of payment and will not be reimbursed.

14. Final Project Output

The project is expected to create a pool of productivity trainers and practitioners in Cambodia who can act as trainers/consultants in their fields. Upon completion of the project, the NPCC will undertake the following:

- a. Submit a comprehensive report on the training course following the format to be provided by the APO detailing how the project was carried out, explaining its benefits and advantages to local industries with numerical data, and describing productivity tool-related technical guidance and consultancy that can be offered by the NPCC. The report is to be submitted within one month of the project completion.
- b. Submit publications related to the project if any, e.g., newsletters or website articles written in English or the local language including local media coverage of the event.
- c. Disseminate the knowledge and experience gained on the subject to the public and private sectors through publications, consulting, and training services.
- d. Submit an assessment of program within six months of the project completion.
- e. Report any follow-up actions after the project.



Mari Amano
Secretary-General

cc: APO Liaison Officer for Cambodia

16-IN-92-GE-DON-C

**Institutional Strengthening of NPOs by Development of Productivity Practitioners:
5–16 December 2016, Phnom Penh, Cambodia**

Date	Time, Day 1	Activities
5 Dec. 2016 (Monday)	08.30–09:00	Registration of participants
	09:00–10:30	Opening Ceremony <ul style="list-style-type: none"> • Welcome Remarks by APO program officer • Opening speech • Introduction of participants • Tea break and group photo • APO video introduction and presentation of program outline by program manager
	10:30–11:00	Course orientation by chief expert/program manager
	11:00–12:30	Lecture 1: Principles of Lean Manufacturing Systems/Value Added, Waste Elimination/Kaizen, and PDCA
	12:30–13:30	Lunch break
	13:30–15:00	Principles of Lean Manufacturing Systems/Value Added, Waste Elimination/Kaizen, and PDCA (cont.)
	15:00–15:30	Tea break
	15:30–16:30	Principles of Lean Manufacturing Systems/Value Added, Waste Elimination/Kaizen, and PDCA (cont.)
	16:30–17:30	<ul style="list-style-type: none"> • Written exam on principles of lean manufacturing systems/value added, waste elimination/kaizen and PDCA • Discussion of the exam and correct answers
Date	Day 2	Activities
6 Dec. 2016 (Tuesday)	09:00–10:30	Lecture 2: Lean Tool Structure/Pull System/One-piece Flow/Takt Time/Levelled Production
	10:30–11:00	Tea break
	11:00–12:30	Lean Tool Structure/Pull System/One-piece Flow/Takt Time/Levelled Production
	12:30–13:30	Lunch break
	13:30–15:00	Lecture 3: Value Stream Mapping (VSM) and Its Applications
	15:00–15:30	Tea break
	15:30–17:15	VSM and Its Applications (cont.)
Date	Day 3	Activities
7 Dec. 2016 (Wednesday)	09:00–10:30	Lecture 4: Analyzing Factories through VSM
	10:30–11:00	Tea break
	11:00–12:30	Analyzing Factories through VSM (cont.)
	12:00–13:30	Lunch break
	13:30–15:00	Analyzing Factories through VSM (cont.)
	15:00–15:30	Tea break
	15:30–16:30	Analyzing Factories through VSM (cont.)
	16:30–17:15	<ul style="list-style-type: none"> • Written exam on VSM • Discussion of the exam and correct answers
Date	Day 4	Activities
8 Dec. 2016 (Thursday)	09:00–12:30	VSM site visit 1: To be confirmed (garment factory/Cambodia Beverage Company)
	12:30–13:30	Lunch at hotel
	13:30–15:15	Group work discussion facilitated by resource speakers
	15:15–15:45	Break
	15:45–17:15	Group presentations facilitated by resource speakers

Date	Day 5	Activities
9 Dec. 2016 (Friday)	09:00–10:30	Lecture 5: VSM: Proposals for Improvement
	10:30–11:00	Tea break
	11:00–12:30	VSM: Proposals for Improvement (cont.)
	12:00–13:30	Lunch break
	13:30–15:00	Lecture 6: Cambodia's Experience in Lean/Operational Excellence (to be confirmed) Or Experience of Industries/Organizations in APO Member Countries in Implementing Lean Systems
	15:00–15:20	Tea break
	15:20–16:30	Lecture 7: How to Apply "Lean" in Your Organization

Date	Day 6	Activities
12 Dec. 2016 (Monday)	9:00–10:30	Lecture 8: Jidoka (Quality Built in Processes)
	10:30–11:00	Tea break
	11:00–12:30	Jidoka (Quality Built in Processes) (cont.)
	12:30–13:30	Lunch break
	13:30–15:00	Lecture 9: Just-in-time/Kanban/Pokayoke Systems
	15:00–15:30	Tea break
	15:30–16:45	Just-in-time/Kanban/Pokayoke Systems (cont.)
	16:45–17:30	<ul style="list-style-type: none"> • Written exam on jidoka/just-in-time/kanban/pokayoke systems • Discussion of the exam and correct answers

Date	Day 7	Activities
13 Dec. 2016 (Tuesday)	09:00–10:30	Lecture 10: Importance of a Lean Culture and Sharing of Lean Implementation
	10:30–11:00	Tea break
	11:00–12:30	Lecture 10: Importance of a Lean Culture and Sharing of Lean Implementation (cont.)
	12:30–13:30	Lunch break
	13:30–15:00	Lecture 10: Importance of a Lean Culture and Sharing of Lean Implementation (cont.)
	15:00–15:30	Tea break
	15:30–16:45	Lecture 11: Key Success Factors in Implementing Lean Systems
	16:45–17:15	Preparation for VSM site visit 2

Date	Day 8	Activities
14 Dec. 2016 (Wednesday)	09:00–12:30	VSM site visit 2 (Group 1): To be confirmed (garment factory) VSM site visit 2 (Group 2): To be confirmed (Eurotech Drinking Water Company)
	12:30–13:30	Lunch at hotel
	13:30–15:15	Group discussion on lean improvement proposals facilitated by resource speakers
	15:15–16:15	Tea break
	16:15–17:15	Group discussion on lean improvement proposals (cont.) facilitated by resource speakers

Date	Day 9	Activities
15 Dec. 2016 (Thursday)	09:00–10:30	Group discussion on lean improvement proposals (cont.)
	10:30–10:45	Tea break
	10:45–12:45	Group presentations to company representatives
	12:45–13:45	Lunch break
	13:45–14:45	Key takeaway points and summary facilitated by resource persons
	14:30–15:00	Tea break
	15:00–16:00	Course evaluation

		Overall program summary and conclusion
Date	Day 10	Activities
16 Dec. 2016 (Friday)	Productivity Movement 2016–2020: Awareness Seminar on Lean Manufacturing Systems (attended by 150–200 participants)	
	08:30–09:15	Registration of participants
	09:15–10:00	Opening Remarks by Guest of Honor, Ministry of Industry and Handicraft
	10:00–10:15	Tea break
	10:15–12:15	Lean Manufacturing for Higher Productivity by resource speakers
	12:15–13:15	Lunch break
	13:15–15:00	Applying Lean Principles in the Manufacturing Sector for Development and Economic Growth by resource speakers
	15:00–15:30	Tea break
	15:30–16:00	Q&A session
	16:00–16:30	Closing by Guest of Honor, Ministry of Industry and Handicraft