



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

27 October 2016

1. **Project Code** 16-IN-99-SPP-TRC
2. **Title** Industrial Human Resources Development for Africa: Training Course on Development of Advanced Productivity Practitioners
3. **Timing and Duration** 6–17 February 2017 (12 days)
4. **Venue** Port Louis, Mauritius
5. **Implementing Organizations** APO Secretariat  
  
Supported by:  
National Productivity and Competitiveness Council (NPCC), Mauritius  
in association with the Pan African Productivity Association (PAPA)  
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6. **Number of Participants** Up to 22 qualified participants from Burkina Faso, Botswana, Kenya, Mauritius, Namibia, Nigeria, South Africa, and Zambia. However, other African countries with special interest in this project may nominate candidates upon consultation with the APO Secretariat.
7. **Closing Date for Nominations** 15 December 2016
8. **Objectives**

The ultimate objective of the project is to assist African countries including NPOs of Pan

African Productivity Association (PAPA) member countries in capacity building and developing certified productivity practitioners and trainers. This will be achieved through the following specific objectives:

- a. Deliver skills and knowledge in advanced productivity and quality tools and techniques to NPO staff of PAPA member countries;
- b. Develop the capacity of staff responsible for formulating productivity strategy and promotion to conduct workplace productivity interventions in SMEs, the public sector, and other relevant sectors;
- c. Strengthen the capacity of staff to train key stakeholders in productivity awareness promotion and in delivering appropriate productivity strategies;
- d. Support NPOs in developing, adapting, and using effective instructional methods on 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 member countries who can deliver training and provide technical assistance in their countries and Africa at large;
- f. Assist NPOs of PAPA member countries in transforming local organizations into more productive, competitive entities; and
- g. Contribute to the development of well-functioning productivity-promoting institutions in the region through expanding the capacity of human resources to tackle productivity challenges and enhance productivity in various sectors.

## **9. Background**

One of the prerequisites of efforts to climb the productivity ladder is the establishment of effective core organizations, such as NPOs. NPOs should be able to provide well-designed training programs to build up a pool of productivity practitioners with up-to-date 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. The optimal balance between well-functioning core institutions and a dependable pool of human resources supporting the productivity movement will result not only in a more productive society but also in more sustainable ways to achieve development goals.

The two prerequisites outlined above have even more relevance in the case of less productive countries or groups of countries. For example, the widening gap in labor productivity, as a proxy of overall productivity, over the past 50 years between Southeast Asia and Africa, although both started from similar low levels, might be due to the difference in terms of the quality of the prerequisites in the two regions. In addition, according to the latest joint publication of the OECD and World Bank (*The Africa Competitiveness Report 2015*), Africa is the only region in the world that has been showing steady productivity declines since 1950, although some improvement was seen in the early 2000s. This shows a clear need for concentrated efforts to make the region more productive, which is a fundamental objective of PAPA.

Efforts to boost productivity require the availability of a critical mass of trained productivity practitioners. Between 2007 and 2010, the APO in collaboration with PAPA organized a

series of training courses for productivity practitioners at both the basic and advanced levels for PAPA member NPO staff, training more than 160 individuals. A similar activity was repeated in 2014, targeting 27 productivity practitioners in the region. This built up a pool of productivity practitioners, which is an important initiative in the development of a productivity culture, but was not sufficient to produce the critical mass of activists required to lead the productivity movement throughout the African continent. Therefore, continuous efforts with broader coverage of and deeper exposure to productivity skills and knowledge are imperative. It is necessary to continue productivity training for larger groups of practitioners across the continent to move it to the next stage of economic development by relying on its own human resources and institutions.

## 10. Scope and Methodology

### Scope:

The training course comprises four modules

- Module 1: Principles of Training and Consultancy
- Module 2: Productivity Tools and Techniques
- Module 3: In-plant Practice
- Module 4: 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., 5 Feb. 2017	Arrival of participants in Mauritius
Mon., 6 Feb.	Pre-course test, lectures, and discussion on Module 1
Tues., 7 Feb.	Lectures, discussions, and group work on Module 1
Wed., 8 Feb.	Lectures on Module 2
Thurs., 9 Feb	Lectures on Module 2
Fri., 10 Feb.	Lectures and group work on Module 2
Sat., 11 Feb.	No activity
Sun., 12 Feb.	No activity
Mon., 13 Feb.	Group exercises on Module 2
Tues., 14 Feb.	Enrichment and deepening of Module 2
Wed., 15 Feb.	In-plant practice (Module 3)
Thurs., 16 Feb.	Group discussions and preparation of action plans (Module 4)
Fri., 17 Feb.	Individual presentations and discussions, examination, wrap-up session, and closing
Sat., 18 Feb.	Departure of participants

## 11. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Productivity practitioners and professionals/consultants engaged in
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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.
APO Certificate	Participants are required to attend the entire program to receive the APO certificate of attendance.

## **12. 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 Port Louis, Mauritius.
- b. Participants' insurance premiums: All participants must be fully insured against accident and illness (including hospitalization and death) for a principal equivalent to US\$10,000.00 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.
- 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.

### **To be borne by PAPA**

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

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

- a. All assignment costs of overseas resource persons.
- b. Per diem allowances and hotel accommodation (including tax and service charges) for up to 22 participants for up to 13 days.
- c. All local implementation costs.

### **13. 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 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 NPCC Mauritius.
- 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 the NPCC, Mauritius 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 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 to qualify for the certificate of attendance.

#### **14. 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.

#### **15. Project Preparation**

The participants are required to prepare a paper related to the topic of the workshop prior to departure for the project venue. In preparing the paper, participants are required to include 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 outlined challenges, and future plans.

#### **16. 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.

## **17. 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.

## **18. 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)).



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