



PROJECT NOTIFICATION ADDENDUM

20 November 2017

1. **Project Code** 17-IN-20-GE-TRC-B
2. **Project Title** Training of Trainers on Lean Manufacturing for SMEs
3. **Timing and Duration** 18–22 December 2017 (five days)
4. **Venue** Islamabad, Pakistan
5. **Addendum No.** 1
6. **Reference** APO Project Notification 17-IN-20-GE-TRC-B dated 14 July 2017
7. **Details** Change in Timing and Duration, and Closing Date for Nominations in Project Notification

7-1 Change in Item No 3. “Timing and Duration”

The project implementation timing has been changed from 18–22 December 2017 to **26 February –2 March 2018 (five days)**.

7-2 Change in Item No. 8. “Closing Date for Nominations”

Please submit nominations by **15 December 2017**.

Other terms and conditions specified in the Project Notification dated 14 July 2017 remain unchanged.

Santhi Kanoktanaporn
Secretary-General



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

14 July 2017

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2. **Title** Training of Trainers on Lean Manufacturing for SMEs
3. **Timing and Duration** 18–22 December 2017 (five days)
4. **Venue** Islamabad, Pakistan
5. **Implementing Organization** National Productivity Organization
2nd Floor STP (Software Technology Park) Building
Constitution Avenue, F-5/1
Islamabad, Pakistan
Phone: +92-51-2823304-8
Fax: +92-51-2823309
e-Mail: rabiajamil.apo@gmail.com
6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Cambodia, Republic of China, Fiji, India, Indonesia, IR Iran, Lao PDR, Malaysia, Mongolia, Nepal, Philippines, Sri Lanka, Thailand, and Vietnam. Other member countries with special interest in this project may nominate candidates upon consultation with the APO Secretariat.
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 10 October 2017
9. **Objectives**
 - a. To equip participants with techniques and tools of lean manufacturing which can be effectively adopted by SMEs;
 - b. To develop competent lean trainers who will be able to guide SMEs in improving their organizational performance through effective, innovative lean manufacturing methods leveraging practical approaches and supplementary smart technologies; and
 - c. To enhance the knowledge of SMEs of the next step after lean manufacturing, known as agile manufacturing.

10. Background

Lean manufacturing involves the systematic elimination of all types of waste in production and related processes. Lean also involves the concept of continuous production flow to satisfy customer demand by minimizing production lead time. The objective is to get the needed items to the right place at the right time in the right quantity and quality. To achieve the objectives of lean systems, several techniques and concepts are indispensable, including just-in-time inventory, the pull concept, small-lot production or cellular manufacturing, total quality management, supply chain management, and value stream mapping. For decades, large manufacturing companies have been achieving higher productivity and substantial operational improvement using this method. In a high-volume manufacturing environment where market demand is relatively stable and controllable, lean has been proven effective in large corporations. Through lean adoption, they have been able to reduce waste and inventories, improve quality, and shorten lead times.

Meanwhile, lean tools may not be immediately applicable in SMEs. Factors such as a lack of leadership commitment, weak financial capability, insufficient knowledge of tools and techniques, uncertainties in demand, and the belief that lean systems only work for large companies have resulted in slow adoption of related operational improvement techniques among SMEs. In addition, SMEs are not given proper guidance on lean practices that could fit into their operations. In most cases, SMEs have tried to emulate practices implemented in large companies, and the tendency to fail has therefore been high due to those factors. However, SMEs also have the ability to adopt changes due to their size, flexibility, and independent ownership. Therefore, a different approach should be developed to ensure the successful implementation of lean in SMEs.

Against this backdrop and in line with the APO mission of raising SME productivity in member countries, this course is being organized to enhance the capability of trainers and consultants to advise SMEs on the most appropriate ways to improve operational excellence through lean manufacturing. It is also timely to introduce “beyond lean” methodologies to align with the Fourth Industrial Revolution, in which customization and smart applications are becoming the core of business operations.

11. Scope and Methodology

Scope

Concepts, tools, and techniques for lean manufacturing systems; methodologies and approaches to apply lean systems in SMEs; integrating lean with agile manufacturing; and supplementary smart technologies that optimize work flows and production systems.

Methodology

Lectures, group discussions, site visits, case study presentations, and course assessment.

The tentative program of the workshop is given below:

Date/Time	Activity
Sun., 17 December 2017	Arrival of participants in Islamabad
Mon., 18 December 2017	Opening session Precourse assessment

	Presentations of resource papers
Tues., 19 December 2017	Presentations of resources paper
Wed., 20 December 2017	Observational site visit Observational site visit
Thurs., 21 December 2017	Group discussion and exercise
Fri., 22 December 2017	Postcourse assessment Program evaluation and closing session
Sat., 23 December 2017	Departure of participants

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Trainers/consultants or senior/mid-level managerial and technical personnel from SMEs involved in manufacturing and familiar with production systems or wishing to acquire knowledge of lean manufacturing systems.

Present Position	SMEs owners or senior/mid-level managerial or technical personnel, professional consultants, or NPO consultants/trainers.
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 oral and written presentations. 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 and strenuous fieldwork. It is therefore recommended that member countries do not nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who fit the above profile are typically between 35 and 50 years of age.
APO Certificate	Participants are required to attend the entire program to receive the APO certificate of attendance.

13. Financial Arrangements

To be borne by participants or participating countries

For participants from profit-making organizations excluding SMEs and any organization from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal:

- a. Round-trip international airfare between the member country and Islamabad, Pakistan.
- b. Participating country expenses of USD50.00 per participant, payable to the APO in convertible currency.

For all participants

- a. Participants' insurance premiums: All participants should be fully insured against accident and illness (including hospitalization and death) for a principal sum 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 some member countries. If any participant 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.
- b. All expenses related to visa fees and airport taxes.
- c. Any expenses incurred by participants for stopovers on the way to and from the project venue as well as for extra stay at the 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.
- d. Any cancellation charges for airfare and hotel arising from withdrawals after letters of acceptance have been issued by the APO.

To be borne by the host country

- a. Per diem allowances and hotel accommodations for up to 18 overseas participants for up to six days at the rate to be specified later.
- b. Assignment costs for local resource persons.
- c. All local implementation costs.

To be borne by the APO

- a. All assignment costs of overseas resource persons.
- b. Round-trip economy-class international airfare between the nearest international airport from the place of work and Islamabad, Pakistan, by the most direct route for participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal, for participants from SMEs, and for participants from nonprofit organizations from other APO member countries. As far as practicable, all participants should purchase discounted tickets (following IATA PEX or other applicable discount fares). Please note that the arrangements for the purchase of air tickets should follow the "Guide on Purchases of Air

Tickets for APO Participants,” which will be sent to the selected participants and is available on the APO website and from APO Liaison Officers in member countries.

- c. The APO may select more than 18 overseas participants in anticipation of last-minute withdrawals or no-shows. If more than 18 overseas participants attend, per diem allowances and hotel accommodation costs will be borne by the APO for up to two additional overseas participants at the rate to be prescribed for up to six days.

14. Actions by Member 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 an APO Director, Alternative Director, Liaison Officer, or their 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). We encourage submitting the biodata form to the APO Secretariat in electronic form as an attachment to a cover e-mail message from the APO Director, Alternate Director, or Liaison Officer. The nomination documents should be sent to the Industry Department, APO Secretariat (e-mail: ind@apo-tokyo.org, fax: 81-3-5840-5324).
- 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, member 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. Member 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 member countries where nominations are required to be approved by higher government authorities and require a longer time, APO Liaison Officers/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 the APO Liaison Officer/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 host country 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 official project because he/she is visiting the host country for the specific purpose of attending this APO training course.
- l. NPOs should inform participants that they must attend the entire duration of the project to qualify for the certificate of attendance.
- m. NPOs should assist the APO and/or host country in collecting amounts corresponding to cancellation charges arising from participant withdrawal, as provided for under item 13.

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

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 course.

17. Evaluation of Participants

If the conduct/attendance/performance of a participant is not satisfactory, it will be reported to the APO director concerned.

18. Guide for Participants

Other conditions for participation are given in the *APO Guide for Participants*, which is available from APO Liaison Officers/NPOs in member countries and on the APO website (www.apo-tokyo.org).



Santhi Kanoktanaporn
Secretary-General

