



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

6 December 2012

1. **Project Code:** 13-IN-92-GE-DON-C
2. **Project Title:** Institutional Strengthening of National Productivity Organizations (NPOs) through the Development of Productivity Practitioners
3. **Duration & Timing:** Two weeks for each project in 2013
(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:** 3 APO member countries
7. **Closing Date for Proposals:** Member countries interested in the project are requested to submit comprehensive proposals following the attached guidelines (Attachment I) by **15 March 2013**.
8. **Objectives:** To provide the productivity and quality practitioners of member countries with firsthand exposure to the tools and techniques of productivity improvement, thereby enabling NPOs to build a critical mass of productivity and quality practitioners in their countries.

9. Background:

NPOs are the key stakeholders in the productivity movement in APO member countries and are expected to nurture, strengthen, and spearhead this movement for the foreseeable future. Therefore, the capacity of NPOs need to be continuously upgraded. Based on the DON need assessment survey, in-country programs specifically for the capacity building of NPOs were initiated. Through 20 programs since 2008, more than 550 professionals were trained in basic and/or advanced productivity tools and techniques. These practitioners are now expected to apply their acquired skills and knowledge in advisory and training services to create multiplier effects.

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 and cater to the needs of NPOs.

NPOs are urged to exercise care in choosing subject areas for in-country training programs, because they should essentially upgrade the skills of NPO professional staff in current areas of work or help them acquire new skills to apply in the 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, rigorous in scope and with clear objectives specified.

10. Scope and Methodology:

Scope

The program will cover productivity-related subject areas in which NPOs are currently engaged such as productivity and quality tools and techniques, total quality management, total productive maintenance, balanced scorecard, knowledge management, Six Sigma, lean production, energy/environmental management, Green Productivity, etc.

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

The program will have a comprehensive examination on the final day to assess the level of understanding of participants.

11. Roles and Responsibilities:

The roles and responsibilities of NPOs and the APO are:

NPOs:

- Organize a two-week training program to provide NPO productivity and quality facilitators with firsthand exposure to the tools and techniques of productivity and related subject areas to create a trained pool of practitioners
- Assign a local coordinator(s) for managing the program
- Assign local resource persons, if any
- Provide administrative and logistic support not covered by the APO
- Submit an evaluation report to the APO after the program

APO:

- Assign international resource persons
- Assist the NPO in finalizing the program content in consultation with the experts
- Provide partial financial support for implementation of the program

12. Financial Arrangements:

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

1) 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:

- 1) Meeting package including meeting room with training facilities and requisite stationery, material, and documentation
- 2) Preparing and compiling training material sets for all participants
- 3) Hiring of equipment and 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.

2) To be borne by the NPO

The NPO concerned will bear any other local implementation costs not covered by the APO.

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).

The NPO will cover all other expenses and settle the entire account by providing all necessary bills and receipts 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.

13. Final Project Output:

The project is expected to create a pool of productivity 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. The NPO is also expected to monitor and assess the outcome of the program and submit an impact evaluation report within six months after its implementation.



Ryuichiro Yamazaki
Secretary-General

Attachments I & II

PROPOSAL GUIDELINES

Member countries interested in the project are requested to submit proposals that meet their specific needs to strengthen NPOs capacity by **15 March 2013**. The following information should be included in the proposal:

1. Profile of the NPO
 - Mission, vision, and key activities in promoting the productivity movement
 - Number of professional staff and their qualifications and experience
 - Linkages with other important stakeholders
2. Current problems faced by the NPO
 - Describe briefly problems faced by the NPO with regard to its institutional capacity for promoting the productivity movement in the country
 - Reasons why in-country training for a specific subject area is essential
 - Previous related in-country program information and their outcomes, if any
3. Objectives of the training program
4. Tentative timing and training venue
5. Training modules
(Attachment II is module guidelines. It is necessary to select appropriate topics meet capacity-building needs)
6. Proposed daily program schedule
7. Target group and number of participants
(It is essential that NPO staff comprise more than one-half of the total number of participants.)
8. Budget planning
 - Describe expected expense items
 - Financial contribution of the NPO
9. Expected achievements and outcomes of the program in the short and long terms
 - Benefits to the NPO in terms of capacity building
 - Follow-up activities to be undertaken by the NPO and the staff trained after completion of the training

TRAINING MODULE GUIDELINES

Contents of DPP: Basic Course

Module I—Productivity Concepts and Principles

1. Productivity Concepts and Principles
 - 1.1 Understanding productivity (multidisciplinary concept)
 - 1.2 Framework for productivity improvement
 - 1.3 Relationships among productivity, quality, the environment, and profitability
 - 1.4 Roles of stakeholders in productivity
 - 1.5 Ways to improve productivity
 - 1.6 Concept and practice of kaizen

Module II—Productivity Strategies and Implementation

2. Productivity Strategies and Implementation
 - 2.1 Formulation of productivity strategies
 - 2.2 Productivity promotion and implementation in companies
 - 2.3 Productivity promotion and implementation at industry level
 - 2.4 Productivity promotion and implementation at national level

Module III—Productivity Tools and Techniques

3. Productivity Measurement
 - 3.1 Productivity measurement and data analysis
 - 3.2 Concept of value added
 - 3.3 Management analysis using productivity ratios
4. 5S Good Housekeeping Practices
 - 4.1 Concepts and benefits
 - 4.2 How to practice 5S
 - 4.3 Implementation and management of 5S in organizations
 - 4.4 Visual control systems
5. Problem-solving through Quality Circles
 - 5.1 Concepts and benefits of quality circles
 - 5.2 Understanding PDCA
 - 5.3 Basic quality tools
 - 5.4 Establishment and management of quality circles in organizations
6. Employee Suggestion Schemes
 - 6.1 Concepts and benefits
 - 6.2 Designing a suggestion scheme
 - 6.3 How to make quality suggestions
 - 6.4 Establishment and management of suggestion schemes in organizations

7. Method Study
 - 7.1 Concepts and benefits
 - 7.2 How to conduct a method study
 - 7.3 Flow and handling of materials
 - 7.4 Methods and movements at the workplace
8. Work Measurement
 - 8.1 Concepts and benefits
 - 8.2 Work sampling
 - 8.3 Time study
 - 8.4 Predetermined time standards
9. Value Engineering
 - 9.1 Concepts and practices
10. Waste Management
 - 10.1 Concepts and benefits
 - 10.2 How to practice waste management
 - 10.3 Implementation of waste management in organizations
11. ISO 9001 Quality Management System
 - 11.1 Concepts and benefits
 - 11.2 Elements and requirements of ISO 9001
 - 11.3 How to implement and sustain ISO 9001
12. Integrated Management Systems
 - 12.1 Concepts and benefits
 - 12.2 Common trends in integrated management systems
 - 12.3 How to integrate management systems
13. Office Productivity
 - 13.1 Concepts and benefits
 - 13.2 Computerization and IT
 - 13.3 Internet use
14. Labor-Management Cooperation
 - 14.1 Productivity gain-sharing
15. Green Productivity
 - 15.1 Sustainable development and Green Productivity (GP)
 - 15.2 Concepts and benefits
 - 15.3 GP methodology
 - 15.4 GP tools and techniques
 - 15.5 Case study

Module IV—Productivity Practitioner Development

16. Developing Competencies in Training
 - 16.1 Basic principles in developing and conducting productivity and quality training programs
 - 16.2 Training need analysis and total training plan

- 16.3 Types of training delivery: on-the-job training, e-learning, etc.
- 16.4 Design of training programs
- 16.5 Development of facilitation and presentation skills
- 17. Developing Competencies in Management Consulting
 - 17.1 Process of management consulting
 - 17.2 Data collection, analysis, and making recommendations
 - 17.3 Productivity awareness survey
 - 17.4 Report writing and management presentations
 - 17.5 Evaluating and sustaining improvements
- 18. Developing Competencies in Productivity Promotion
 - 18.1 Understanding corporate culture and values
 - 18.2 Developing networking and communication skills
 - 18.3 Change management
 - 18.4 Motivation
 - 18.5 Team building

Contents of Advanced Course

Module I—Productivity Concepts and Principles

- 1. Advanced Productivity Concepts and Principles
 - 1.1 Asian productivity movement
 - 1.2 Relation of productivity to organizational and national competitiveness and quality of life
 - 1.3 Understanding total factor productivity
 - 1.4 Social capital

Module II—Productivity Strategy and Implementation

- 2. Business Excellence Framework
 - 2.1 Corporate strategy for business excellence
 - 2.2 Business excellence criteria
 - 2.3 Implementing the business excellence framework in organizations
 - 2.4 Business excellence for SMEs
- 3. Performance Management Systems
 - 3.1 Balanced scorecard
 - 3.2 Performance measurement system
 - 3.3 Deployment of productivity targets

Module III—Productivity Tools and Techniques

- 4. Benchmarking and Best Practices
 - 4.1 Concepts and benefits
 - 4.2 How to implement benchmarking
 - 4.3 Implementation and management of benchmarking
 - 4.4 Benchmarking for industry or communities of practice

5. Total Quality Management (TQM)
 - 5.1 Concepts and benefits of TQM
 - 5.2 Quality culture
 - 5.3 Quality management and Quality improvement
 - 5.5 Process measurement and analysis
6. Total Productive Maintenance (TPM)
 - 6.1 Concepts and benefits
 - 6.2 How to practice TPM
 - 6.3 Implementation and management of TPM in organizations
7. Lean Management
 - 7.1 Concepts and benefits
 - 7.2 Elements and how to implement lean management
 - 7.3 Implementation and management of lean management in organizations
8. Supply Chain Management
 - 8.1 Concepts and benefits
 - 8.2 Elements and how to implement supply chain management
 - 8.3 Implementation and management of supply chain management
 - 8.4 Concept, benefits, impacts, and applications of green purchasing
9. Knowledge Management (KM)
 - 9.1 Concepts and benefits
 - 9.2 Elements and how to implement KM
 - 9.3 Implementation and management of KM in organizations
10. Six Sigma
 - 10.1 Concepts and benefits
 - 10.2 Elements and how to implement Six Sigma
 - 10.3 Implementation and management of Six Sigma in organizations
11. Material Flow Cost Accounting (MFCA)
 - 10.1 Concepts and benefits of GP and MFCA
 - 10.2 Elements and how to implement MFCA
 - 10.3 Implementation and management of MFCA in organizations

Module IV—Leadership and Corporate Governance

12. Leadership
 - 12.1 Role of leadership
 - 12.2 Leadership development
13. Corporate Social Responsibility
 - 13.1 Concepts and benefits
 - 13.2 UN Global Compact and development of ISO 26000
 - 13.3 How to practice corporate social responsibility
 - 13.4 Implementation of corporate social responsibility

Module V—Process Management and Sustaining Improvement

- 14. Business Process Reengineering (BPR)
 - 14.1 Concepts and benefits
 - 14.2 Elements and how to implement BPR
 - 14.3 Implementation and management of BPR in organizations

- 15. Innovation
 - 15.1 Concepts and benefits
 - 15.2 Elements and how to implement innovation
 - 15.3 Implementation and management of innovations in organizations