



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT IMPLEMENTATION PLAN

27 July 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** 24 October – 4 November 2016
4. **Venue** Ulaanbaatar, Mongolia
5. **Implementing Organization** Mongolian Productivity Organization (MPO)  
Bayangol District, Peace Avenue, 20th Khoroo  
Ulaanbaatar, 210526  
Mongolia  
Phone: 976-86003504  
Fax: 976-70000298  
e-Mail: Batbileg@mpo-org.mn
6. **Number of Local Participants** 25 participants (from the MPO, public and private sectors including SMEs)
7. **Background**

The Mongolian Productivity Organization (MPO) was reestablished in 2012 as the institution responsible for managing productivity in the country. This showed the increased significance of productivity as an important driver of economic development. The MPO aims to contribute to the development and rapid growth of the national economy and improve the social well-being of citizens through productivity enhancement programs. Productivity initiatives are carried out through collaboration with industries, unions, and academia. The overarching vision of the MPO is to act as the core of the national productivity movement and set and maintain standards matching international best practices to enable Mongolia to develop productive, world-class human resources.

As the productivity movement starts to attract support from all stakeholders and it becomes increasingly important to increase sectoral productivity, targeted efforts are currently a government priority. Such efforts depend on the availability of productivity promoters equipped with appropriate tools and techniques. The MPO's main objectives are to offer stakeholders in each sector productivity improvement training, awareness-building programs, and information dissemination.

The MPO has recently been exploring ways to enhance productivity more effectively by implementing performance management systems in addition to the standard training programs for national productivity practitioners. Productivity and quality practitioners,

specialists, and consultants are very important for organizational development in Mongolia. They are the backbone of continuous efforts in the productivity sphere.

## **8. Type of Project**

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

## **9. Objectives**

This program is intended to help the MPO enhance the standard of productivity and quality programs for senior management and trainers in addition to training in performance management systems to upgrade its role as a productivity institution. The training course aims to deepen understanding and improve the competencies of participants through technical knowledge and applications of productivity and quality tools and techniques at the intermediate to advanced levels. Overall, the program aims to maintain the availability and reliability of the pool of productivity practitioners in the country.

## **10. Project Schedule**

The project schedule is determined by the APO Secretariat and MPO in consultation with APO experts (See Attachment I). Any adjustment on the agreed project schedule should be communicated and confirmed by the concerned parties.

## **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 MPO and APO are:

### **MPO**

- 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, exams including collecting the scores and communicating them to the APO Secretariat, site visits, and logistics);
- c. Maintain the overall quality of the training program including ensuring the proper transfer of knowledge from experts to participants;
- d. Inform participants that they must attend the entire program to receive the APO certificate and collect attending participants' signatures every day;
- e. Provide budget not covered by the APO;
- f. Prominently display the APO name and logo on a banner in the training venue on the working days of the project;
- g. Submit a comprehensive report to the APO within one month after completion of the training course; and
- h. Distribute certificates to participants who attended the entire project.

## APO

- a. Assign international resource speakers;
- b. Assist the MPO in finalizing the course content in consultation with the resource speakers;
- c. Issue certificates based on the participants' attendance submitted by the MPO; 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	7,900.00
2	Training material sets	1,850.00
3	Transportation costs for site visit(s)	350.00
	<b>Total</b>	<b>USD10,100.00</b>

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

Upon request by the MPO 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 MPO at least 45 days prior to the program.

The MPO 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 records, 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 MPO submits the comprehensive report. In general, internal evidence, i.e., expenditure confirmation issued by the implementing organization, is 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 Mongolia who can act as trainers/consultants in their fields. Upon completion of the project, the MPO will undertake the following:

- a. Submit a comprehensive report on the training course following the format attached to this document detailing how the project was carried out, explaining its benefits and possible advantages to stakeholders with as much as information as possible, and describing productivity tool-related technical guidance and consultancy that can be offered by the MPO. The report is to be submitted within one month of project completion and/or together with submitting the evidence for the financial settlement.
- 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 the program within six months of project completion.
- e. Report any follow-up actions to the project.



Mari Amano  
Secretary-General

cc: APO Liaison Officer for Mongolia

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Institutional Strengthening of NPOs by Development of Productivity Practitioners:  
24 October – 4 November 2016, Ulaanbaatar, Mongolia

Date	Day 1	Activities
24 Oct. 2016 (Monday)	08:30–10:00	Opening Ceremony • APO Orientation
	10:00–10:20	Morning Break
	10:20–12:30	• Course Overview • Pre-assessment Exam <b>Session 1: Introduction to Productivity, Six Sigma &amp; DMAIC Methodology</b>
	12:30–13:30	Lunch
	13:30–15:00	• Concept & Variations • Why Six Sigma? • Six Sigma Infrastructure
	15:00–15:20	Afternoon Break
	15:20–17:00	Introduction to DMAIC
Date	Day 2	Activities
25 Oct. 2016 (Tuesday)		Summary of Previous Day's Learning by Mr. Kabir
	08:30–10:00	<b>Session 2: DMAIC—Defining Phase</b> • Developing a clear understanding of the problem
	10:00–10:20	Morning Break
	10:20–12:30	• Project Selection • Business Case • Process Mapping & NVA Analysis • Team Charter
	12:30–13:30	Lunch
	13:30–15:00	<b>Session 3: DMAIC—Measurement Phase</b> Understanding What Is Happening & Collecting Current Performance Data
	15:00–15:20	Afternoon Break
	15:20–17:00	<b>3a-Determining What to Measure</b> • Types of Data • Developing a Data Collection Plan
Date	Day 3	Activities
26 Oct. 2016 (Wednesday)		Summary of Previous Day's Learning by Mr. Kabir
	08:30–10:00	<b>3b-Understanding Basic Statistics</b> • Standard Deviation, Mean, Mean & Mode • Histogram, Scatter Plot, etc.
	10:00–10:20	Morning Break
	10:20–12:30	<b>3c-Measurement System Analysis (MSA)</b> Operational Definition “Walking the Process” Gauging R&R
	12:30–13:30	Lunch
	13:30–15:00	<b>3d-Determining Process Performance—Capability Study</b> • Calculating Cp & Cpk • Sigma Level
	15:00–15:20	Afternoon Break
	15:20–17:00	<b>3e-Introduction to Minitab</b> • Data Entry

Date	Day 4	Activities
27 Oct. 2016 (Thursday)		Summary of Previous Day's Learning by Mr. Kabir
	08:30–10:00	<b>Introduction to Minitab</b> • Data Cleaning • Data Analysis
	10:00–10:20	Morning Break
	10:20–12:30	<b>Session 4: DMAIC—Analysis Phase</b> Finding Root Causes & Understanding Their Effect on the Process
	12:30–13:30	Lunch
	13:30–15:00	• Source of Variation (SOV) Study • 5 Whys • CE Diagram, Box Plot, Pareto Chart, etc.
	15:00–15:20	Afternoon Break
	15:20–17:00	<b>Session 5: Case Study: Loan Application Process</b>
Date	Day 5	Activities
28 Oct. 2016 (Friday)		Summary of Previous Day's Learning by Mr. Kabir
	08:30–10:00	Case Study: Loan Application Process—Presentations
	10:00–10:20	Morning Break
	10:20–12:30	<b>Session 6: Improvement Phase</b> • Developing, Implementing & Validating Improvement Alternatives • Failure Mode & Effect Analysis (FMEA)
	12:30–13:30	Lunch
	13:30–15:00	<b>Session 7: Control Phase: Sustaining the Results</b> • Developing a Control Plan • Statistical Process Control
	15:00–15:20	Afternoon Break
	15:20–17:00	<b>Session 8: Deployment &amp; Implementation</b> • The Do's & Don'ts

Date	Day 6	Activities
31 Oct. 2016 (Monday)	08:30–08:45	Summary of Previous Day's Learning by Mr. Kabir
	08:45–10:00	<b>Session 9: Measuring Organizational Success &amp; Sustainability</b> Ms. Raluca Vintila
	10:00–10:20	Morning Break
	10:20–12:30	<b>Session 10: Strategy &amp; Performance Productivity Analysis</b> Ms. Raluca Vintila
	12:30–13:30	Lunch
	13:30–15:00	<b>Session 11: Productivity &amp; Performance Management Concept</b> Mr. Kabir
	15:00–15:20	Afternoon Break
	15:20–17:00	<b>Session 12: Understanding KPIs</b> • KPIs in Context Ms. Raluca Vintila
Date	Day 7	Activities
1 Nov. 2016 (Tuesday)	08:30–08:45	Summary of Previous Day's Learning by Mr. Kabir
	08:45–10:00	<b>Session 13: KPI Documentation &amp; Data</b> • Value Flow Analysis as a KPI Selection Technique • KPI Documentation & Target Setting Ms. Raluca Vintila
	10:00–10:20	Morning Break
	10:20–12:30	• Data Visualization • KPI Data Gathering Ms. Raluca Vintila/Mr. Kabir
	12:30–13:30	Lunch

	13:30–15:00	<b>Session 14: KPI Tracking</b> • Benchmarking • Dashboards • Data Analysis using cvb
	15:00–15:20	Afternoon Break
	15:20–17:00	<b>Session 15: Aligning KPIs across the Organization</b> Ms. Raluca Vintila
<b>Date</b>	<b>Day 8</b>	<b>Activities</b>
2 Nov. 2016 (Wednesday)	08:30–08:45	Summary of Previous Day's Learning by Mr. Kabir
	08:45–10:00	<b>Session 16: KPI Cascading to Functional Areas</b> Ms. Raluca Vintila
	10:00–10:20	Morning Break
	10:20–12:30	<b>Session 17: Employee-level KPIs for Performance Management Systems</b> Ms. Raluca Vintila
	12:30–13:30	Lunch
	13:30–15:00	<b>Session 18: KPIs &amp; Competencies &amp; Behaviors</b> Ms. Raluca Vintila
	15:00–15:20	Afternoon Break
	15:20–17:00	<b>Session 19: The Individual Performance Management Plan</b> Ms. Raluca Vintila
<b>Date</b>	<b>Day 9</b>	<b>Activities</b>
3 Nov. 2016 (Thursday)	08:30–08:45	Summary of Previous Day's Learning by Mr. Kabir
	08:45–10:00	<b>Session 20: Individual Performance Management Cycle</b> • Individual Performance Planning Ms. Raluca Vintila
	10:00–10:20	Morning Break
	10:20–12:30	<b>Session 21: KPI Review</b> • Mid-year Performance Reviews • Annual Performance Reviews
	12:30–13:30	Lunch
	13:30–15:00	<b>Session 22: KPIs &amp; the Balanced Scorecard</b> Ms. Raluca Vintila
	15:00–15:20	Afternoon Break
	15:20–17:00	<b>Session 23: KPIs &amp; Links to Productivity/Process Improvement Initiatives</b> Mr. Kabir
<b>Date</b>	<b>Day 10</b>	<b>Activities</b>
4 Nov. 2016 (Friday)	08:30–08:45	Summary of Previous Day's Learning by Mr. Kabir
	08:45–10:00	<b>Session 24: Case Study: KPIs in Practice</b> Ms. Raluca Vintila
	10:00–10:20	Morning Break
	10:20–12:30	<b>Session 25: Action Plan for Productivity Improvement</b> Mr. Kabir
	12:30–13:30	Lunch
	13:30–15:00	<b>Presentation of Action Plans for Productivity Improvement</b> Mr. Kabir/Ms. Raluca Vintila
	15:00–15:20	Afternoon Break
	15:20–17:00	Exam Summing up Learning Points Course Evaluation <b>Closing Ceremony</b>



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**PROJECT REPORT FORMAT BY THE IMPLEMENTING NPO**  
**Institutional Strengthening of National Productivity Organizations through the**  
**Development of Productivity Practitioners**

**Guidelines**

It is requested that the implementing NPO present a report on the implementation of the project to the APO Secretariat within one month of project completion.

The report should outline a factual summary of what was achieved during the project together with recommendations on steps to be taken by the APO and NPO to follow up with necessary actions. Another element of the report is an evaluation of the performance of the parties involved and recommendations on measures to be taken by the APO and NPO for improving similar activities in future.

**Format**

**1. Background**

- a. Reason for implementing the project
- b. Objectives
- c. Venue and timing

**2. Summary of project implementation**

- a. Program content, methodology, and mode of delivery
- b. Type and number of participants
- c. Names and designations of local experts, if any, indicating the roles played by them
- d. Participants' understanding, i.e., based on results before and after the exams
- e. Description of site visits including how they facilitated the learning process
- f. Limitations in conducting the project
- g. Overall summary including effectiveness, room for improvement, linkage of the project to objectives, etc.

**3. Evaluation**

- a. Suitability of topics of the program selected, indicating the applicability of techniques taught to the local situation
- b. Duration allocated for the various topics
- c. Lead time for planning and preparing the activities
- d. Assessment of the implementing NPO
- e. Performance of resource persons
- f. Involvement of those attending
- g. Training materials and equipment
- h. Physical arrangements



#### **4. Recommendations**

#### **5. Follow-up activities**

- a. Steps to be taken by the APO and NPO to follow up the completed project and ensure multiplier effects including efforts to link the project and methods to overcome current challenges, indicating whether seminars, training courses, symposia, consulting services, or other activities would be beneficial
- b. The feasibility of developing case study materials resulting from the project including publications

#### **6. Attachments**

- a. Detailed schedule/itinerary
- b. Organizations and persons, with their official designations, visited
- c. Names and designations of participants
- d. Any other supporting material such as press and magazine clippings, photographs, etc.