



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT IMPLEMENTATION PLAN

28 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** 12–24 September 2016
4. **Venue** Colombo, Sri Lanka
5. **Implementing Organization** National Productivity Secretariat (NPS)
10th Floor, Sethsiripaya 2nd Stage, Baththaramulla
Sri Lanka
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e-Mail: nposlanka@gmail.com
6. **Number of Local Participants** 100 participants (from the NPO, public and private sectors, including SMEs)
7. **Background**

With the objective of strengthening the productivity movement in Sri Lanka, the National Productivity Secretariat (NPS) was set up as separate unit from the Ministry of Industries in 1994. It is now the implementing arm of the productivity drive and policy formulation under the Ministry of Public Administration, Local Government and Democratic Governance and has the mandate of increasing productivity in the country by integrating all sectors through a national productivity movement during the next decade. Various programs have been implemented to promote productivity throughout the country.

One concern is the relatively few specialists in productivity tools and techniques to cater to the increasing demand. The newly recruited 750 graduates intended to disseminate productivity initiatives throughout the country are subject to a continuous learning process. The challenge lies in how to train these newly recruited graduates in productivity subjects, especially since the government has declared productivity improvement mandatory for all its institutions and enterprises, which requires simultaneous training efforts across the board.

Efforts to boost productivity in Sri Lanka could be assisted by creating and maintaining a critical mass of productivity practitioners. The emphasis can be directed toward the continuation of programs that will be able to train the required number of productivity practitioners needed. This pool of productivity activists can then be called upon to train and

develop others, strengthen the capacity of the NPS, and spread the productivity message nationwide.

8. Type of Project

A 12-day training course will be held for NPS staff and others from the public and private sectors, including SMEs.

9. Objectives

The objectives of the proposed training program are:

- a. Deliver skills in and knowledge of advanced productivity and quality tools and techniques to NPS staff;
- b. Develop the capacity of staff responsible for formulating productivity strategy and promotion to conduct workplace productivity interventions in SMEs, the public sector, and any other relevant sector;
- c. Strengthen the capacity of NPS staff to train key stakeholders in productivity awareness and promotion and in delivering appropriate productivity strategies;
- d. Support the NPS in developing, adapting, and using effective instructional methods on productivity and quality improvement;
- e. Enlarge the pool of competent local/regional productivity practitioners, trainers, activists, and campaigners in the NPS who can deliver training and provide technical assistance;
- f. Assist the NPS in transforming local organizations into more productive, competitive entities; and
- g. Contribute to the development of appropriate, well-functioning institutions in the country to promote productivity through expanding the capacity of human resources to tackle productivity challenges and enhance productivity in various sectors.

10. Project Schedule

The project schedule is determined by the APO Secretariat and NPS in consultation with APO experts (See Attachment I). Any adjustment on the agreed project schedule should be communicated with 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 NPS and APO are:

NPS

- a. Organize a 12-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 the 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 NPS in finalizing the course content in consultation with the resource speakers;
- c. Issue certificates based on the participants' attendance submitted by the NPS; 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	42,000.00
2	Training material sets	5,000.00
3	Transportation costs for site visit(s)	900.00
	Total	USD47,900.00

The APO will pay implementation costs of up to USD10,000.00 toward the 12-day training course, and the NPS will cover any other local implementation costs not covered by the APO.

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

The NPS 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 NPS submits the comprehensive report. In general, internal evidence, i.e. expenditure evidence issued by the implementing organization, 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 Sri Lanka who can act as trainers/consultants in their fields. Upon completion of the project, the NPS 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 needed, and describing productivity tool-related technical guidance and consultancy that can be offered by the NPS. The report is to be submitted within one month of the project completion and/or together with submitting the evidence for 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 Sri Lanka

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Institutional Strengthening of NPOs by Development of Productivity Practitioners:
12–24 September 2016, Colombo, Sri Lanka

Date	Time, Day 1	Activities
12 Sept. 2016 (Monday)	08:30–10:00	09:00–Opening Ceremony APO Orientation
	10:00–10:20	Morning Break
	10:20–12:30	Course Overview, Pre-assessment Test (Lizuan/Nina)
	12:30–13:30	Lunch
	13:30–15:00	Productivity and Competitiveness (Lizuan)
	15:00–15:20	Afternoon Break
	15:20–17:00	Relation of Productivity and Competitiveness at Organizational and National Levels (Niña)
Date	Day 2	Activities
13 Sept. 2016 (Tuesday)	08:30–10:00	Understanding Total Factor Productivity (Lizuan)
	10:00–10:20	Morning Break
	10:20–12:30	Understanding Total Factor Productivity (cont'd) (Lizuan)
	12:30–13:30	Lunch
	13:30–15:00	Understanding Data and Analysis for Improving Productivity (Lizuan)
	15:00–15:20	Afternoon Break
	15:20–17:00	Understanding Data and Analysis for Improving Productivity (cont'd) (Lizuan)
	17:00–17:30	Written Exam: TFP & Data Analysis (Niña and Lizuan)
Date	Day 3	Activities
14 Sept. 2016 (Wednesday)	08:30–10:00	Organizational Productivity Diagnosis (Niña)
	10:00–10:20	Morning Break
	10:20–12:30	Organizational Productivity Diagnosis (cont'd) (Niña)
	12:30–13:30	Lunch
	13:30–15:00	Strategic Management through the Balanced Scorecard (Niña)
	15:00–15:20	Afternoon Break
	15:20–17:00	Strategic Management through the Balanced Scorecard (cont'd) (Niña)
Date	Day 4	Activities
15 Sept. 2016 (Thursday)	08:30–10:00	Process Management (Niña)
	10:00–10:20	Morning Break
	10:20–12:30	Process Management (cont'd) (Niña)
	12:30–13:30	Lunch
	13:30–15:00	Reengineering Business Processes (Niña)
	15:00–15:20	Afternoon Break
	15:20–17:00	Reengineering Business Processes (cont'd) (Niña)
Date	Day 5	Activities
16 Sept. 2016 (Friday)	08:30–10:00	Introduction to the Business Excellence Framework, Guiding Principles, and Applications (Lizuan)
	10:00–10:20	Morning Break
	10:20–12:30	Business Excellence Criteria (Information, Customers, People) (Lizuan)
	12:30–13:30	Lunch
	13:30–15:00	Business Excellence Criteria (Process, Results) (Lizuan)
	15:00–15:20	Afternoon Break
	15:20–17:00	Business Excellence Consultation Process (Lizuan)

Date	Day 6	Activities
17 Sept. 2016 (Saturday)	8:30–17:00	Observational site visit

Date	Day 7	Activities
19 Sept. 2016 (Monday)	08:30–10:00	Introducing Productivity Tools and Techniques (Lizuan)
	10:00–10:20	Morning Break
	10:20–12:30	Introducing Productivity Tools and Techniques (cont'd) (Lizuan)
	12:30–13:30	Lunch
	13:30–15:00	Total Quality Management (TQM): Concepts and Benefits (Lizuan)
	15:00–15:20	Afternoon Break
	15:20–17:00	Implementation of TQM and Case Studies on TQM (Lizuan)
Date	Day 8	Activities
20 Sept. 2016 (Tuesday)	08:30–10:00	Lean Management Concepts and Benefits (Lizuan)
	10:00–10:20	Morning Break
	10:20–12:30	Lean Management Techniques (Lizuan)
	12:30–13:30	Lunch
	13:30–15:00	Lean Management Implementation (Lizuan)
	15:00–15:20	Afternoon Break
	15:20–17:00	Lean Management Applications through 3M (Lizuan)
Date	Day 9	Activities
21 Sept. 2016 (Wednesday)	08:30–10:00	Knowledge Management: Key Concepts, Principles, and Benefits (Niña)
	10:00–10:20	Morning Break
	10:20–12:30	Knowledge Management: Key Concepts, Principles, and Benefits (cont'd) (Niña)
	12:30–13:30	Lunch
	13:30–15:00	Benchmarking: Key Concepts, Principles, and Benefits (Niña)
	15:00–15:20	Afternoon Break
	15:20–17:00	Benchmarking: Implementation and Tools (Niña)
Date	Day 10	Activities
22 Sept. 2016 (Thursday)	08:30–10:00	Supply Chain Management: Concepts (Niña)
	10:00–10:20	Morning Break
	10:20–12:30	Supply Chain Management: Implementation and Extension (Niña)
	12:30–13:30	Lunch
	13:30–15:00	Preparing for the Observational Site Visit: Do's and Don'ts (Importance of Documenting Observations and Lessons Learned/Key Takeaways) (Niña)
	15:00–15:20	Afternoon Break
	15:20–17:00	Preparing for the Observational Site Visit: Organizing Teams (Niña)
Date	Day 11	Activities
23 Sept. 2016 (Friday)	8:30–17:00	Observational Site Visit Related to TQM, Lean Management, and Benchmarking (Lizuan/Niña)
Date	Day 12	Activities
24 Sept. 2016 (Saturday)	08:30–10:00	Postcourse Quizzes (Closed Book) Course Test (Open Book) (Lizuan/Niña)
	10:00–10:20	Morning Break
	10:20–12:30	Action Planning for Productivity and Quality Improvement (Lizuan/Niña)
	12:30–13:30	Lunch

24 Sept. 2016 (Saturday)	13:30–15:00	Presentation of Strategies and Action Planning for Productivity Improvement and Quality Excellence (Lizuan/Niña)
	15:00–15:20	Afternoon Break
	15:20–17:00	Summing up Points Learned Course Evaluation Closing Ceremony

16-IN-92-GE-DON-C

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.