PROJECT IMPLEMENTATION PLAN

15 June 2018

1.	**Project Code**	17-AG-39-GE-NFP-C-10
2.	**Title**	National Workshop on Productivity Management in Higher Education—Strategies for Emerging Contexts
3.	**Reference**	Project Notification 17-IN-21-GE-WSP-A dated 3 March 2017; Project Notification 17-AG-39-GE-NFP-C dated 9 May 2017; and Project Notification Addendum dated 11 July 2017
4.	**Timing and Duration**	19–21 July 2018 (three days)
5.	**Venue**	Tiruchirappalli, India
6.	**Implementing Organizations**	National Institute of Technology (NIT, Trichy) Tiruchirappalli–620015, Tamil Nadu, India Phone: 91-431-2503703 Fax: 91-431-2500133 e-Mail: kb@nitt.edu (Dr. Ganesan Kannabiran, Professor of Management)
		National Productivity Council (NPC) Utpadakta Bhawan 5-6, Institutional Area, Lodi Road New Delhi 110003, India Phone: 91-11-24690331/3 Fax: 91-11-24615002/24698138 e-Mail: isg@npcindia.gov.in; jittin.kapoor@npcindia.gov.in
7.	**Number of Participants**	50 qualified participants from public and private educational institutions in India

8. Objectives

a. To examine socioeconomic transformation and national priorities of the higher education system;
b. To understand the emerging contexts of higher education funding and resource management;
c. To reinforce productivity management concepts, techniques, and tools;
d. To share the best practices and case studies of productivity measurement in education;
e. To propose productivity key performance indicators and measurement approaches for outputs and outcomes; and
f. To create a network of productivity practitioners for creating and sharing best practices.

9. Background

By 2030, India will be among the youngest nations in the world. With nearly 140 million people in the college-going age-group, one in every four graduates in the world will be a product of the Indian higher education system. There is a need to create world-class higher education institutions on par with the best universities in the world. In order to achieve this objective, institutions have to undertake long-term planning, considering various dimensions including financial management. As government funding is likely to decrease, financial management of institutions will be put on a different platform.

For decades after independence, the central government as well as many states funded institutions in the higher education sector. However, in order to keep pace with socioeconomic development, governments had no option but to bring in private participation. The share of the private sector increased hugely in higher education for the decade ending in 2015, to 42% for universities and 58% in terms of student enrollment. Private participation in the system created its own set of opportunities and challenges. A number of institutions are becoming economically unviable, while a few are very successful and growing. The recent opening of the education sector for foreign direct investment (FDI) has created new challenges for both quality and productivity in higher education in India. Both the government and private sectors are likely to be affected significantly due to FDI in education.

Foreign universities that are likely to set up in India are expected to offer quality education programs competitively, based on the high levels of productivity in their operations. Therefore, Indian institutions have to adopt approaches and methods for improving the productivity of key resources such as funds, faculty, infrastructure, etc. Ironically, institutions have not recognized the upcoming challenges and thus have not initiated any approaches to measure and manage the productivity of key resources. Given the national context and the need for productive use of key resources, it is imperative to support higher education institutions with knowledge and implementation strategies for productivity management. Policymakers, regulatory agencies, educational administrators, and productivity professionals need to develop a common understanding of how to plan and undertake productivity management initiatives. This conference is a pioneering effort to prepare Indian institutions for the future, to which the participation of international resource persons will add significant value.

This workshop is being organized as a national follow-up to an APO program on a similar topic held 7–10 August 2017 in Indonesia.

10. Scope and Methodology

Scope
a. Keynote addresses;
b. Technical presentations;
c. Case study presentations;
d. Group assignments;
e. Formulation, presentation, and review of action plans; and
f. Launching a network of practitioners.

Methodology
Lectures by resource persons, group work and discussion, and action plan presentations.

The tentative program and topics are as follows:

Date/Time	Activities	Speaker
Thurs., 19 July 2018	• Inauguration • Keynote speech • Review of productivity fundamentals • Understanding the concepts of and approaches to measuring productivity in higher education • Case study presentation	NIT APO Resource Person NIT, Trichy APO Resource Persons TBD
Fri., 20 July 2018	• Improving productivity in Asian higher education—technical, institutional, and political insights from prior APO research • Evolving productivity measurement frameworks for major types of institutions • Case studies from APO member countries • Group work	APO Resource Person TBD APO Resource Person APO and Local Resource Persons
Sat., 21 July 2018	• Group work • Action plan presentations • Launch of national social media group • Summing-up session • Closing	APO and Local Resource Persons NIT NIT

11. Qualifications of Participants

The participants are expected to possess the following qualifications:

Present Position   Academic administrators of central and state government-owned higher education institutions, higher education funding agencies, officials of regulatory agencies, education specialists from local universities, and senior faculty from central/state and private universities.

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 and/or sessions of the project are conducted in English. Participants are expected to be proficient in spoken and

	written English, although interpretation may be provided. 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.
Age	Candidates who fit the above profile are typically between 35 and 55 years of age.

12. Financial Arrangements

To be borne by the host country (India)
a. Implementation costs exceeding the APO share of USD5,500.00.
b. Project management fees and personnel costs of the implementing organizations, including transportation of the facilitator and project team to and from the project venue; meeting package for the project team, facilitator, and local resource person(s) during the workshop; personnel service fees for the development of the program; honorarium for the local resource person(s) if applicable; and consultation meetings with key stakeholders.
c. Any other local implementation costs not covered by the APO.

To be borne by the APO
a. All assignment costs for an overseas resource person; and
b. Implementation costs up to a maximum of USD5,500.00 for making local arrangements. An itemized breakdown of the implementation costs is attached (Appendix 1).

13. Roles and Responsibilities
The roles and responsibilities of the implementing organizations and APO are:

Implementing organizations
a. Inviting local participants and arranging mass media coverage;
b. Assigning a local resource person(s), if necessary;
c. Making copies of the training materials;
d. Organizing a three-day workshop in Tiruchirappalli, India; and
e. Bearing the balance of project implementation costs if the total amount exceeds USD5,500.00.

APO
a. Providing financial support for organizing the national workshop as detailed in section 12;
b. Assigning one overseas resource person for the conference; and
c. Coordinating with the overseas resource person and implementing organizations.

14. Procedures for Project Implementation

This program is to be implemented in close collaboration with the APO Secretariat, referred to as the APO in this document.

a. A temporary advance of up to 50% of the total APO share will be remitted to the NIT, Trichy, if necessary.

b. The proposed project will be carried out by the implementing organizations.

c. The NIT, Trichy, will make the expenditures for the assigned items and settle the entire account by providing all necessary proof of payment to the APO, with a copy to the NPC, India, after completion of the workshop. 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 of all documents not originally written in English. The final payment will be made based on the actual expenditure after the NIT, Trichy, submits the comprehensive report. In general, internal evidence is not accepted as proof of payment and will not be reimbursed.

d. The NIT, Trichy, will submit a project completion report and statement of expenses supported by receipts, etc., related to the project to the APO within one month of project completion through the NPC, India. The report will provide details on how the project was carried out in the country; program of activities; benefits and advantages of efforts to increase awareness on productivity enhancement in higher education institutions; benefits to the implementing organizations and host country; and follow-up action plans, among others.

15. Final Project Output

Upon completion of the project, the NIT, Trichy, will undertake the following:

a. Submit a project completion report on the national workshop to the APO through the NPC, India, and disseminate the report on the proceedings including recommendations to relevant government bodies within one month after project completion.

b. For the settlement of expenses, the NIT, Trichy, is requested to provide all necessary proof of payment to the APO within one month after completion of the program. Please refer to section 14c.

c. Submit documents and e-links relating to promotional material on the national workshop, e.g., newsletters, brochures, bulletins, and news clippings, written in English or the local language with an English translation of the main points.

d. Disseminate the knowledge and experience gained by the public and private sectors through publications, consulting and training services, etc.

e. Monitor and provide guidance to the participants who attended the workshop in order to complete and submit the action plans on implementing productivity measurement and enhancement in higher education institutions. The progress report must be submitted within six months after program completion.

After completion of the program, participants or their organizations will undertake the following:

Government agencies and universities:
a. Conduct awareness programs on productivity enhancement;
b. Engage the NPC, India, as a technical partner for productivity measurement and intervention; and
c. Coordinate with various agencies in support of productivity enhancement extension programs.

Expected outcomes:
a. National programs to promote productivity enhancement methods and techniques for implementation in the higher education sector;

b. Development of a national productivity measurement framework for higher education; and

c. Designation of model higher education institutions to showcase the best practices of productivity and sustainability.

Dr. Santhi Kanoktanaporn
Secretary-General

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Estimated APO Share of Costs for the
National Workshop on Productivity Management in Higher Education—Strategies for
Emerging Contexts
(19–21 July 2018, Tiruchirappalli, India)

No.	Item	Cost (USD)
1	Rental fees for the conference room and equipment USD250.00 × 3 days	750.00
2	Meeting package for three days for the workshop USD1,000.00 × 3 days	3,000.00
3	Reproduction of materials USD20.00 × 50 copies	1,000.00
4	Conference kit USD15.00 × 50 participants	750.00
Total		**5,500.00**

Notes:
1. The APO will reimburse based on the actual expenses up to a maximum of USD5,500.00.
2. The NIT, Trichy, is required to submit to the APO receipts, with a copy to the NPC, India, for all expenses incurred in implementing this national project.