



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT IMPLEMENTATION PLAN

7 August 2013

1. **Project Code** 13-IN-92-GE-DON-C
2. **Title** Institutional Strengthening of NPOs through the Development of Productivity Practitioners
3. **Timing and Duration** 28 September–10 October 2013
4. **Venue** Tehran, IR Iran
5. **Implementing Organization** National Iranian Productivity Organization (NIPO)
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Tehran, Islamic Republic of Iran
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6. **Number of Local Participants** Up to 25 local participants from NIPO and other productivity practitioners (at least 50% from NIPO)
7. **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 needs 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 have been 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.

NIPO, the NPO of IR Iran, has expressed interest in organizing an in-country capacity-building program to develop a pool of productivity and quality practitioners and specialists who can use the tools and techniques of productivity improvement along with other

stakeholders. NIPO has proposed a program combined modules from basic and advanced courses.

8. Type of Project

A 12-day training course will be held for NIPO staff and others from their productivity network.

9. Objective

The objective of the training course is to provide productivity and quality practitioners with firsthand exposure to the tools and techniques of productivity improvement with the focus on advanced productivity tools. NIPO will be able to build a critical mass of practitioners in the country who can become agents for change among stakeholders.

10. Project Schedule

The tentative program was proposed by NIPO in Appendix 1. The finalized program of the training course will be determined by the APO Secretariat and NIPO in consultation with APO and NIPO experts.

11. Implementation

This project is to be implemented in close collaboration with the APO.

12. Roles & Responsibilities

The roles and responsibilities of NIPO and the APO are:

a) NIPO

- 1) Organize a 12-day training course to create a critical mass of productivity and quality practitioners.
- 2) Assign a program manager and local coordinator(s) to organize the course (e.g., meeting room, participants' administration, training materials, site visit, and logistics).
- 3) Provide budget not covered by the APO.
- 4) Prominently display the APO name and logo on the banner and place the APO flag on the dais during the program.
- 5) Submit a comprehensive report to the APO.

b) APO

- 1) Assign international resource speakers.
- 2) Assist NIPO in finalizing the course content in consultation with the resource speakers.
- 3) Provide administrative and financial support as detailed in the Project Notification.

13. Financial Arrangements

The APO will bear cost of the assignment 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;
- b) Preparing and compiling training material sets for all participants; and
- c) Hiring equipment and transportation costs for site visits, if any.

Tentative budget

No.	Item	Amount (USD)
1	Meeting package	9,440.00
2	Training material sets	350.00
3	Transportation costs for site visits	210.00
Total		USD10,000.00

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

The APO will make a bank transfer of 50% of the estimated cost as its financial support to NIPO, if necessary and as requested by NIPO.

NIPO will make the agreed expenditures and settle the entire account by providing all necessary bills and receipts to the APO after completion of the course. The final payment will be made based on the actual expenditure after NIPO submits the summary report.

14. Final Project Output

The project is expected to create a pool of productivity practitioners in IR Iran who can act as trainers/consultants and promote productivity in their respective fields. Upon completion of the project, NIPO will undertake the following:

- a) Submit a comprehensive report on the training course following the format to be provided by the APO detailing how the project was carried out in the country, explaining its benefits and advantages to local industries with numerical data, and describing technical guidance and consultancy that can be offered by NIPO. The report is to be submitted one month after the completion of the project.
- b) Submit a publication, e.g., newsletter or website article, written in English or the local language.
- c) Develop booklets and a manual for junior productivity practitioners.
- d) Disseminate the knowledge and experience gained to the public and private sectors through publications, consulting, and training services.
- e) Submit the assessment of program six months after the completion of the project.



Ryuichiro Yamazaki
Secretary-General

cc: APO Liaison Officer for IR Iran

Tentative Daily Schedule

**Institutional Strengthening of NPOs
through the Development of Productivity Practitioners**

Timing: 28 September–10 October 2013 (12 days)

Date	Subject
28 September (Sat.)	Registration and Opening APO and APO Activities Course Overview Overview of Productivity Tools Host Team Assignments
	Productivity Concepts and Practices: Understanding productivity (multidisciplinary concept); framework for productivity improvement; relationship among productivity, quality, the environment, and profitability; relationship of productivity to organizational and national competitiveness and quality of life; roles of stakeholders in productivity; ways to improve productivity; concepts and practices of kaizen
29 September (Sun.)	Productivity Strategies and Implementation: Formulation of productivity strategy; productivity promotion and implementation in companies/at industry level/at national level; office productivity
	Productivity Measurement: Productivity measurement and data analysis; concepts of value added; management analysis using productivity ratios
30 September (Mon.)	Problem Solving through Quality Circles: Concepts and benefits; understanding PDCA; basic quality tools; establishment and management of quality circles in organizations
	Waste Management: Concepts and benefits; how to practice waste management; implementation of waste management in organizations
1 October (Tue.)	Lean Management in Organizations
	Labor-Management Cooperation: Productivity gain-sharing; human resource productivity
	Developing Competencies in Training: Design of training programs; development of facilitation and presentation skills
2 October (Wed.)	Site visit

3 October (Thu.)	Developing Competencies in Management Consulting: Process of management consulting; data collection, analysis, and making recommendations
	Developing Competencies in Productivity Promotion: Productivity awareness surveys
4 October (Fri.)	Free
5 October (Sat.)	Advanced Productivity Concepts and Principles: Report writing and management presentations; evaluating and sustaining improvements
6 October (Sun.)	Developing Competencies in Productivity Promotion: Understanding cooperate culture and values; developing networking and communication skills
7 October (Mon.)	Change Management and Motivation: Team building
8 October (Tue.)	Productivity Strategy and Implementation (Business Excellence Framework): Corporate strategy for business excellence; business excellence criteria; Implementing the business excellence framework in organizations
	Performance Management Systems: Balanced scorecard, performance measurement systems
9 October (Wed.)	Field visit
10 October (Thu.)	Development of Productivity Targets
	Exam/Closing Ceremony