



## PROJECT IMPLEMENTATION PLAN ADDENDUM

22 September 2017

1. **Project Code:** 17-IN-92-GE-DON-C-04
2. **Title:** Training Course on Total Factor Productivity and Productivity Measurement
3. **Timing:** 9–20 October 2017
4. **Venue:** Suva, Fiji
5. **Addendum No.:** 2
6. **References:**
  1. APO Project Implementation Plan 17-IN-92-GE-DON-C-04 dated 20 April 2017
  2. APO Project Implementation Plan Addendum 17-IN-92-GE-DON-C-04 dated 16 May 2017
7. **Subject:** **Change in Timing**

### **Change in Item No. 3 “Timing”**

At the request of the National Training & Productivity Centre, Fiji National University, the timing of the project has been changed to **6–17 November 2017**.

Unless otherwise modified by the APO in writing, the provisions of the Project Implementation Plan dated 20 April 2017 pertaining to this program remain valid.

Santhi Kanoktanaporn  
Secretary-General



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT IMPLEMENTATION PLAN ADDENDUM

16 May 2017

1. **Project Code** 17-IN-92-GE-DON-C-04
2. **Title** Training Course on Total Factor Productivity and Productivity Measurement
3. **Timing** 9–20 October 2017
4. **Venue** Nadi, Fiji
5. **Addendum No.** 1
6. **Reference** APO Project Implementation Plan 17-IN-92-GE-DON-C-04 dated 20 April 2017
7. **Subject** Change in Venue

The venue of the project has been changed to Suva, Fiji.

Unless otherwise modified by the APO in writing, the provisions of the Project Implementation Plan dated 20 April 2017 pertaining to this program remain valid.

Santhi Kanoktanaporn  
Secretary-General



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT IMPLEMENTATION PLAN

20 April 2017

1. **Project Code** 17-IN-92-GE-DON-C-04
2. **Title** Training Course on Total Factor Productivity and Productivity Measurement
3. **Timing and Duration** 9–20 October 2017
4. **Venue** Nadi, Fiji
5. **Implementing Organization** National Training & Productivity Centre (NTPC)  
Fiji National University  
2/8 Queen Elizabeth Drive, Nasese, Suva  
Fiji  
Phone: 679-3311-004/3313-074/9990-748  
Fax: 679-331-756  
e-Mail: [dntpc@fnu.ac.fj](mailto:dntpc@fnu.ac.fj)
6. **Number of Local Participants** 25 participants (from the NTPC, public and private sectors including SMEs)
7. **Background**

Founded in 1973 by an Act of Parliament and merged with Fiji National University in 2010, the National Training and Productivity Centre (NTPC; [www.fnu.ac.fj](http://www.fnu.ac.fj)) offers consulting, training, auditing, and evaluation services. The NTPC's service is known for quality, customization, flexibility, and timely delivery. The NTPC, as the NPO of Fiji, is mandated to provide training to organizations so that they become efficient, productive, and competitive in domestic, national, regional, and global markets. The NTPC works in the national interest, develops human capital, facilitates productivity improvement, and assists organizations to raise productivity and excellence.

The NTPC is involved in training and capacity building for SMEs on a continuous basis to develop a skilled, competent workforce. SMEs are committed to training their workers in mandatory areas such as occupational health and safety, labor-management consultation and cooperation, the environment, and training of trainers. However, the NTPC has observed a declining trend in SME participation in its training courses and other productivity improvement initiatives. The reasons are:

- SMEs find training unaffordable due to their poor business performance.
- Since SMEs have relatively few employees, it becomes difficult for employers to release them from work for the entire duration of training.
- Training may not be offered at venues and times that are convenient for employers.

Therefore it is essential to provide vital productivity data and indicators that will assist SMEs and others including government to understand productivity and use it to enhance their productivity and performance.

#### **8. Type of Project**

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

#### **9. Objectives**

To provide participants from the NTPC, academia, employers, and SMEs in Fiji with firsthand exposure to the tools and techniques essential for productivity improvement, thus creating a pool of productivity and quality facilitators and practitioners across the country.

#### **10. Project Schedule**

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

#### **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 NTPC and APO are:

##### **NTPC**

- 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 resource speakers 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 NTPC in finalizing the course content in consultation with the resource speakers;
- c. Issue certificates based on the participants' attendance submitted by the NTPC; 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 (the meeting package does not include the cost of accommodation and meals for participants);
- b. Preparing and compiling training material sets for all participants; and
- c. Transportation costs for site visits, if any.

Tentative budget (1USD=2.0806@APO rate, April 2017)

No.	Item	Amount (USD)
1	Meeting package	4,614.00
2	Training material sets	324.00
3	Transportation costs for site visit(s)	481.00
<b>Total</b>		<b>USD5,419.00</b>

The APO will pay implementation costs of up to USD6,500.00 toward the 10-day training course, and the NTPC will cover any other local implementation costs not covered by the APO.

Upon request by the NTPC and after review, the APO will make a bank transfer of 50% of the estimated implementation cost (not more than USD2,700.00) as financial support to the NTPC at least 45 days prior to the program.

The NTPC 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 NTPC 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 Fiji who can act as trainers/consultants in their fields. Upon completion of the project, the NTPC will undertake the following:

- a. Submit a comprehensive report on the training course following the format attached (Attachment II) 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 NTPC. 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.



Santhi Kanoktanaporn  
Secretary-General

Training Course on Total Factor Productivity and Productivity Measurement:  
9–20 October 2017, Nadi, Fiji

Day	Date	Training Topics/Activities
1	9 Oct. (Mon.)	-Productivity measurement and its importance: discussion of models and methodologies of productivity measurement, data collection, data analysis, and reporting -Understanding basic productivity indicators and statistics and computing them at firm, industry, and national levels
2	10 Oct. (Tues.)	-Productivity measurement methodology and computations at firm, SME, sector, industry, and national levels
3	11 Oct. (Wed.)	-Computing, interpreting, and analyzing companies' productivity ratios and data analysis -Training in using i-Compass software
4	12 Oct. (Thurs.)	-Understanding data and analysis for improving productivity
5	13 Oct. (Fri.)	-Understanding total factor productivity (TFP)
-	14 Oct. (Sat.)	Weekend (review of productivity measurement)
-	15 Oct. (Sun.)	Weekend (preparatory work on TFP)
6	16 Oct. (Mon.)	-Computing TFP
7	17 Oct. (Tues.)	-Other methods that can be used in productivity measurement and understanding their limitations -Training in productivity report compilation
8	18 Oct. (Wed.)	-Workshops to analyze the behavior of different factors that contribute to increasing TFP -Receiving assistance in productivity measurement and reporting
9	19 Oct. (Thurs.)	
10	20 Oct. (Fri.)	-TFP and economic growth and using data and productivity reports available elsewhere -Validation of data and reports and promoting the use of productivity indicators

17-IN-92-GE-DON-C-04

**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.